For Your Health

Our Commitment to You

Northeast Health System 2008 Annual Report
Here at Northeast Health System, we work hard to provide high-quality care in a comforting setting, because that is our commitment to you.
This annual report showcases some of the achievements and milestones of the past year at Northeast Health System. The stories in the report demonstrate the breadth of our work, from the introduction of our new and powerful 3 Tesla MRI capabilities, to our spacious state-of-the-art oncology suite at Addison Gilbert Hospital, to the long history of service to the community by CAB Health & Recovery Services.

These stories represent only a small glimpse of the invaluable work that is done every day by extraordinary people throughout Northeast Health System. During these turbulent economic times, we are particularly fortunate to be able to rely on the fundamental strengths of our organization to guide us forward. That strength is derived in large measure from the individuals who make up the organization.

Our physicians are highly trained, our clinical staff members are skilled and compassionate, and our support staff members are conscientious and hard-working. It is to everyone’s credit that our quality is on par with the area’s most renowned hospitals, and our patient satisfaction scores are in the top tier. NHS staff and physicians demonstrate that achieving excellence every day requires commitment, energy, and innovation. It is these qualities that have led to some of the many recognitions received this year throughout the system, from the Joseph R. Nardone Award to Northeast Hospital Corporation for Commitment to Community from North Shore United Way, to Ledgewood Rehabilitation and Nursing Center’s award from Market Surveys of America for “Best of the Best” Nursing Care.

Much has been accomplished this year, and much remains to be done. Based on the skills and strengths of the organization and the professionals at all levels who work within it, we look forward with great optimism to the continued growth and importance of Northeast Health System as a valued member of the communities we are so proud to serve.

Henry J. Ramini, MD
Chief Executive Officer

David F. St. Laurent
Chairman, Board of Trustees
This has been a year of change and challenge in the organization, and the medical staff has met both with equanimity and a steady sense of purpose. Through the change of leadership at Northeast Health System, the medical staff has continued to emphasize the importance of effective communication among the health system's administration, the Board of Trustees, and the physicians. The transition has been smooth.

As physicians, our goals are to provide excellent care and to provide that care in an environment that is constantly changing, both in terms of the local healthcare landscape and in terms of new medical knowledge. As a business, we compete with some very high-quality competitors, one of which is coming to our own backyard. This reminds us that we can never take our patients' choice of physician for granted. We must earn that privilege by providing top-quality care, in a kind and caring manner.

We must also deliver state-of-the-art care in state-of-the-art facilities. This is certainly the case throughout our healthcare system, from our new Cardiovascular Center in the Medical and Day Surgery Center in Danvers (staffed by our new Cardiovascular Department), to our fully renovated Emergency Department at Beverly Hospital, to the new Oncology Suite at Addison Gilbert Hospital. We are fortunate to enjoy effective collaborative relationships with our tertiary partners — Beth Israel Deaconess Medical Center, Lahey Clinic, and Children’s Hospital Boston — enabling us to offer our patients the best of both worlds: excellent care close to home for most things, and an open door at some of the area’s finest institutions for highly specialized care.

We are privileged to play the role we do in our patients’ lives, and grateful for their trust. We take that trust very seriously, and look forward, with the support of Northeast Health System, to continuing to find more and better ways to serve our patients in the years ahead.

Jonathan Schreiber, MD, FACOG, FACS
President, Medical Staff
Many thanks to our staff, clinicians and the members of our community that made possible the following achievements in 2008.
Addison Gilbert Hospital and Beverly Hospital

- Harvard Pilgrim Health Care named Beverly Hospital to the annual Hospital Honor Roll for the second consecutive year. This recognition highlights acute care hospitals whose performance was among the top 25 percent of those measured nationally on a set of quality measures, as reported by the Centers for Medicare and Medicaid Services on Hospital Compare and Leapfrog patient safety measures.

- Construction is successfully underway at Addison Gilbert Hospital to complete the much-anticipated Gorton’s Specialty and Cancer Care Center, which will offer Cape Ann residents a state-of-the-art, comfortable, private setting to receive cancer treatment and other cancer-related care.

- After successfully completing an assessment of the health needs of the Gloucester community, Northeast Hospital Corporation initiated another Community Health Needs Assessment to assist Beverly Hospital and the community to identify major health concerns, set priorities and develop targeted programs to improve the health of residents throughout the North Shore.

- Beverly Hospital was one of 16 hospitals nationwide to participate in the International Geriatric Nursing Leadership Fellowship.

- HealthStream online learning system was implemented to give continuous access to education for staff at Beverly, Addison Gilbert and BayRidge hospitals along with Beverly Hospital at Danvers Medical and Day Surgery Center.

- Beverly Hospital implemented Schwartz Rounds, a multi-disciplinary forum designed to provide caregivers with the opportunity to strengthen their relationships with their patients by discussing the difficult emotional and social issues that arise when providing care.

- Beverly Hospital completed its Cardiovascular Suite, a state-of-the-art, collaborative environment for our multidisciplinary physician group to perform cardiovascular and catheter-based procedures.

- Beverly Hospital Wound and Hyperbaric Medicine Center—an outpatient, hospital-based program that works in conjunction with the patient’s primary care physician and specializes in the treatment of problem wounds—celebrated its one year anniversary.

Bevery Hospital at Danvers Medical and Day Surgery Center

- Beverly Hospital at Danvers, Beverly Hospital’s state-of-the-art outpatient center, was designated as a Breast Imaging Center of Excellence by the American College of Radiology.

- Along with the 3 Tesla MRI, Beverly Hospital at Danvers celebrated the addition of the Aurora® 1.5 Tesla Dedicated Breast MRI System, the only Food and Drug Administration cleared dedicated breast MRI system specifically designed for the detection, diagnosis, and management of breast disease.

CAB Health & Recovery Services, Inc.

- CAB’s CEO, Kevin Norton, was elected as the Vice Chairman for the state trade association Mental Health and Substance Abuse Corporations of Massachusetts.

- CAB was awarded new grant from the North Shore United Way to provide substance abuse prevention services to the Manchester Essex Middle and High Schools.

- The Mass Bay Transit Authority recognized CAB for its dedication and commitment to MBTA employees and the recovery community.

- CAB completed a $1M renovation of its residential facilities in Lynn.

- The Massachusetts Department of Public Health selected CAB as one of four agencies for a pilot Narcan program to address and reverse fatal opioid overdoses.

- CAB opened a new program to offer Hepatitis C education, prevention, and testing in Gloucester.

- In FY ’08, CAB began offering Vivitrol to clients struggling with alcohol dependence along with conducting research to assess the impact of this medication on ongoing treatment and overall outcome.

- CAB Boston is now involved in research with Boston University to determine successful strategies to link clients in detoxification programs to primary care.

Northeast Senior Health

- Northeast HomeCare was awarded contracts with Fallon, Harvard Pilgrim, Tufts, and Blue Cross.

- Seacoast Nursing and Rehabilitation Center in Gloucester received a deficiency-free Department of Public Health (DPH) survey.

- Seacoast Nursing and Rehabilitation was recognized by its management company, Kindred Healthcare, at both the national and regional level for the high quality of its dining services.

- In September 2008, Seacoast broke ground on a new construction project to enhance its existing Alzheimer’s unit. The unit, currently named Atlantic Shores, will unveil with a new name and improved layout in Winter 2008.

- For the seventh consecutive year, Ledgewood was recognized with the Market Surveys of America “Best of the Best” Nursing Care Award for Salem and Beverly.

Northeast Physician Hospital Organization

- The Northeast Physician Hospital Organization pediatrics physicians were recognized by Harvard Pilgrim Health Care by being named to the 2008 Physician Group Honor Roll, which is awarded to physician groups and healthcare systems that achieve the top performance level on a series of clinical quality measures, ranging from appropriate use of asthma medications to percent of children seen for “Well Child” visits.

- The Northeast Physician Hospital Organization physicians were announced as recipients of Tufts Health Plan’s Blue Ribbon designation, which is awarded to approximately the top 25 percent of eligible physicians based upon their medical group’s performance on selected quality and cost-efficiency measures.

Health & Education Services, Inc.

- HES successfully opened a Crisis Stabilization Unit in Salem for diversion of patients from the Hospital.

- The Opiate Addiction Treatment Program in Gloucester received a three-year accreditation along with many accolades from the Commission on Accreditation of Rehabilitation Facilities.
A Peaceful Sanctuary
for Patients and Families

Gardeners who nurture nature’s most beautiful gifts — flowers — know how soothing time in the garden can be. So it is fitting that a storied North Shore family with long ties to Beverly Hospital made possible the creation of a tranquil “healing garden” near the hospital’s main entrance, dedicated to three family members who cherished time in their own gardens.

Completed in July 2008, the Ayer Healing Garden was made possible through generous gifts from the families of Katherine Ayer Merrill and her daughters Rosemary Merrill Loring and Eugenia Merrill Seams.

Caleb Loring III, a trustee of Northeast Health Foundation and the fourth generation of Lorings to support the hospital, remembers his grandmother, Katherine Ayer Merrill, as an avid gardener. “She always had beautiful gardens that had such a sense of peace. Supporting the creation of this garden was a logical extension of the family’s long-term commitment to the hospital, and a way for us to honor these three ladies who loved gardens.”

Loring’s great uncle Frederick Ayer was president of Beverly Hospital for 32 years, beginning in 1927. He invited many family members to get involved and take up leadership positions as well. The hospital thrived under his leadership.

The garden, which expands a smaller adjacent garden given earlier in memory of Frederick Ayer III, is a seasonal garden, with color and interest in every season. There is a variety of mostly native plants, a waterfall, a beautiful grassy area, and benches. Visible at the main entrance and from many patient rooms, the garden is intended to serve as a soothing oasis for patients, families and visitors.

Charlie Leventis says it happens all the time: he might be in the grocery store and someone will call out, “Hey Charlie, nine years!” They might shake his hand, they always say thank you.

Charlie Leventis has worked for CAB Health & Recovery Services for 31 years, helping clients recover from drug and alcohol addiction.

As Director of Court Services, he oversees the program for people who are involved in court-related matters.

Just one facet of CAB’s work, the court program provides clients with education and, when needed, recovery and treatment. “A lot of people leave the court program and do quite well. It is very gratifying,” says Leventis.

CAB, which provides inpatient, outpatient, and residential treatment for more than 27 communities, has been helping people on the North Shore move on with their lives for 50 years. Staff and supporters celebrated that milestone recently by inviting Kitty Dukakis to speak at their anniversary event. “Her addiction was incredibly public, and she ignored the stigma and was upfront about the realities of addiction and recovery,” says Kevin Norton, CAB’s president and chief executive officer.
Norton says that misunderstanding has always dogged addiction services. “A lot of people assume that addiction is just an issue of will power. They don’t realize that it is an actual medical condition that responds to treatment.” Norton says that for many people, the upsetting behaviors that often result from addiction — being high or intoxicated in the workplace, stealing — overshadow the disease.

And yet it is a widespread disease that affects whole families. “If you are standing in line at the supermarket, the person behind you and the person in front of you have probably been impacted by alcoholism or addiction,” says Norton.

Treatment models have changed over the course of CAB’s 50 years, blending new evidence-based treatments and pharmaceutical products with the age-old Alcoholics Anonymous approach. CAB has continuously sought to offer the best and most effective treatments. “We were the first group in the nation to open a residential treatment facility for opiate-addicted women on methadone who have custody of their kids. The public misunderstands methadone, but the research supports it as a highly effective treatment.”

Unfortunately, demand for services always exceeds capacity, says Norton. The good news? “If it weren’t for CAB, there would be a lot more families with a child, a sibling, or a parent lost to drugs or alcohol.”
Thanks to technology and the vigilance of his doctors, Randy Gravlin's life was saved.
The headaches just kept coming, and they weren’t responding to over-the-counter medications, recalls Randy Gravlin. Traveling on business across four states in a week, he toughed them out.

But once home, he decided he’d better see a doctor. “I was having trouble sleeping again due to the headaches and neckaches. At 5 a.m. I decided to go to the Beverly Hospital Emergency Department. That was the beginning of the saga,” recalls Mr. Gravlin, a 50-year-old Topsfield resident who is president and chief executive officer of a technology consulting firm.

“Dr. Krendel in the Emergency Department ordered a CT scan,” recalls radiologist Steve Defossez, MD, a member of Beverly Radiology Associates. At first glance it appeared normal. But as Defossez studied it, he became concerned. “There was very subtle evidence for intracranial hemorrhage, likely due to a ruptured aneurysm.”

Dr. Defossez arranged for Mr. Gravlin’s transfer by ambulance to Beverly Hospital at Danvers, home of the North Shore’s first 3.0 Tesla MRI unit, the latest and most advanced clinical MRI technology available today. “I called over to Danvers and told Dr. Chafey, who was reading MRI that day, about my concerns. He called me as soon as the patient was done, and we looked at the images together on the PACS.” PACS — Picture Archiving and Communication System — is state-of-the-art computer technology that converts clinical images into electronic form.

The high-resolution 3D MRI image — with clarity only achievable from this most advanced form of MRI — confirmed a ruptured aneurysm, a diagnosis that required an invasive procedure prior to the advent of this technology.

Mr. Gravlin was immediately transferred by ambulance to Beth Israel Deaconess Medical Center in Boston for treatment. “The brain aneurysm was right behind my nose,” says Mr. Gravlin. “They went in through the main artery in my leg, and wrapped little platinum coils inside it to prevent blood from going inside.”

More than half of people with ruptured aneurysms suffer either catastrophic stroke or death, says Dr. Defossez.

The magnet in a 3.0 Tesla MRI unit — commonly called the “3T” — is so strong it could pop the snaps off a jacket. The images it produces are unprecedented in their sharpness. “It’s like putting glasses on for the first time,” says Dr. Defossez. “What it means clinically is increased accuracy. Everything is sharper, and our diagnoses are more accurate.”

But as with most technology, it is only as good as the humans who operate it. “You can use the 3T to improve your images, or you can use it to improve your throughput, getting patients in and out faster,” says Christine Aiello, Director of Radiology and Imaging Services. “Our goal in bringing in this technology was better quality.”

Steve Defossez is well known in the medical community as a top-notch radiologist whose added certification in neuro-radiology makes his expertise widely sought. “Dr. Defossez is extremely particular and painstaking. His scanning protocols take longer, and patients aren’t always in and out quickly,” says Judith Samuelman, RT, MRI/Diagnostic Imaging Outreach Liaison. “But they don’t mind because they can see how careful and thorough he is.”

“There are literally thousands of potential combinations of the dozens of MRI variables that go into each image,” says Dr. Defossez, and he and the members of his practice jointly determine the appropriate protocols. “I believe my colleagues are as expert as any radiology group in the country,” he says.

Once a crisp image has been produced, it must be accurately interpreted. Dr. Defossez and many of his colleagues have been reading MRI exams for more than 20 years.

Local physicians aren’t the only ones who rely on Dr. Defossez’s exceptional work. General Electric, the company that manufactures the 3T and sells it worldwide, showcased some of the images he produced before 30,000 attendees at a recent international radiology conference in Chicago. Says Dr. Defossez, “They said ours were the best in the country.”

Randy Gravlin was in the hospital for five days, and within two weeks he had resumed all activities, including biking. He hasn’t had a headache since.
“Going through cancer treatment is hard enough,” says Joanne Gibbs, RN, OCN, Team Leader in the Addison Gilbert Oncology Unit. “Our patients deserve a treated space that is as comfortable and pleasant as possible.”

By 2009, that wish will come true, with the completion of the new Gorton’s Specialty and Cancer Care Center on the fourth floor of Addison Gilbert Hospital. Not only will the spacious new unit be equipped with state-of-the-art facilities, including 10 infusion stations, exam and procedure rooms, physicians’ offices, and patient and family conference and education rooms, but it also comes with a priceless panoramic view.

“The space is very light and open, and is surrounded by windows on three sides with spectacular views of the harbor and the Annisquam River,” says Elisa Scher, RN, MSN, Director of Cancer Services. “Research has taught us about the most healing designs for cancer centers, and natural light is beneficial.”

Retired Gloucester schoolteacher Mim Maguire acknowledges that the old space, where she had been receiving cancer treatment, had its shortcomings. “It got pretty crowded with the machines,” she says. “There was one chair for really tall people, and if I had to sit in it my feet would dangle. And there was no space conducive to private conversation.”

Scher says the goal of the new space was not just to enlarge it, but to achieve a delicate balance between openness and privacy. “There is an element of camaraderie among cancer patients that is supportive,” she says. “You want the space to be free and open and to encourage connections. But we also need private space to talk with patients and families.” The old space did not offer that.

In addition to leadership support from Gorton’s, the new center also received significant support from a number of local banks and businesses, as well as area residents. “The financial support from the community speaks volumes about their dedication to keeping excellent care in their community,” says Scher.

Joanne Gibbs hopes more residents realize this. “We really can offer most chemotherapy cancer treatments here, right in their own backyard. They don’t need to go anywhere else to get great care.”

Mim Maguire — who taught several of the unit’s nurses in elementary school — says the beautiful new space is really a bonus.

“It is wonderful to have the new space, but the heart and soul of the program is the people. They stay up to date with the latest technology and treatment and they couldn’t be more supportive.”
Bringing Technology Along for the Ride

Information technology is not only supporting better care in hospitals. It is also supporting better care inside the ambulance.

Beverly and Addison Gilbert hospitals recently supported eight towns in Essex County with state-of-the-art Zoll data systems Rescuenet applications. This application allows electronic reporting of patient transports from ambulances to the receiving Emergency Room. Beverly Hospital provides the IT support and functions as the application service provider. The use of this application has been offered to all communities in Essex County.

“Patient care reports used to be filled out by hand, usually in triplicate or quadruplicate,” says Sander Schultz, EMS Coordinator for Gloucester. “That was fraught with all kinds of issues: they were often illegible, the requirements for content were difficult to manage, and there was next to no ability to collect data for analysis.”

Now, the patient care reports are sent to the server and then faxed to the receiving hospital, which could be any hospital on the North Shore. “With this data we have the ability to track from a quality improvement perspective the effects of our actions,” says Doug LeColist, EMS Coordinator for Middleton. For example, data can shed light on areas where EMS staff might benefit from further training.

The technology also brings the eight communities into a more collaborative relationship that is good for patient care. “Typically each department does their own thing,” says Schulz. “Pooling data, teaming up like this is reaping huge rewards, spilling over into other areas, resulting in much better pre-hospital care on the North Shore.”

“A lot of credit goes to the communities who stepped up and partnered with us to make this a win/win,” says Robert Laramie, Vice President and Chief Information Officer for Northeast Hospital Corporation. “It’s one of those great ideas that benefits everyone.”
WITH THANKS TO STEPHEN R. LAVERTY
NHS CHIEF EXECUTIVE OFFICER, 2000 – 2008

In his eight years as chief executive officer of Northeast Health System, Steve Laverty oversaw significant improvements in the organization’s quality, clinical capability and economic vibrancy.

He was responsible for the creation of Northeast Health Foundation, and presided over more than $100 million of investment in technology and facility improvements at Addison Gilbert Hospital and Beverly Hospital, and the creation of Beverly Hospital at Danvers outpatient facility. The organization was recognized as one of the 100 Top Hospitals in the nation for five of Mr. Laverty’s eight years as CEO.

The leaders of Northeast Health System are extremely grateful to Mr. Laverty for his significant contributions to the strength of the organization, and look forward to a vibrant future building on the strong foundation he helped to secure.
**UNRESTRICTED REVENUE AND OTHER SUPPORT:**

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net patient service revenue</td>
<td>$403,483,559</td>
<td>$373,388,444</td>
</tr>
<tr>
<td>Other revenue</td>
<td>$14,103,106</td>
<td>$14,189,212</td>
</tr>
<tr>
<td>Net assets released from restrictions used for operations</td>
<td>$1,157,593</td>
<td>$1,005,714</td>
</tr>
<tr>
<td><strong>Total unrestricted revenue and other support</strong></td>
<td><strong>$418,744,258</strong></td>
<td><strong>$388,583,370</strong></td>
</tr>
</tbody>
</table>

**EXPENSES:**

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and wages</td>
<td>$188,716,213</td>
<td>$173,976,180</td>
</tr>
<tr>
<td>Physician salaries and fees</td>
<td>$23,748,380</td>
<td>$21,233,415</td>
</tr>
<tr>
<td>Fringe benefits</td>
<td>$38,085,035</td>
<td>$36,601,615</td>
</tr>
<tr>
<td>Supplies and contracted services</td>
<td>$124,918,587</td>
<td>$118,237,003</td>
</tr>
<tr>
<td>Uncompensated care pool assessment</td>
<td>$3,413,544</td>
<td>$2,753,116</td>
</tr>
<tr>
<td>Provision for bad debts — net</td>
<td>$10,279,785</td>
<td>$9,530,761</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>$19,392,389</td>
<td>$16,622,928</td>
</tr>
<tr>
<td>Loss on restructuring of debt</td>
<td>$753,048</td>
<td>—</td>
</tr>
<tr>
<td>Interest</td>
<td>$7,068,038</td>
<td>$4,581,242</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td><strong>$416,395,019</strong></td>
<td><strong>$383,536,260</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Income from operations</td>
<td>$2,349,239</td>
<td>$5,047,110</td>
</tr>
<tr>
<td>Nonoperating gains (Losses) — net</td>
<td>($9,189,899 )</td>
<td>$16,398,791</td>
</tr>
<tr>
<td><strong>Excess (Deficit) of revenue and gains over expenses</strong></td>
<td><strong>($6,840,660)</strong></td>
<td><strong>$21,445,901</strong></td>
</tr>
</tbody>
</table>

**OTHER CHANGES IN UNRESTRICTED NET ASSETS:**

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net assets released from restrictions for purchase of property, plant and equipment</td>
<td>$682,612</td>
<td>$598,478</td>
</tr>
<tr>
<td>Minimum pension liability adjustment</td>
<td>($6,091,542)</td>
<td>$11,318,422</td>
</tr>
<tr>
<td>Change in net unrealized gains and losses on investments</td>
<td>($10,522,988)</td>
<td>$1,125,518</td>
</tr>
<tr>
<td>Adjustment to initially apply the recognition provisions of SFAS No. 158</td>
<td>—</td>
<td>($16,024,507)</td>
</tr>
<tr>
<td><strong>Total other changes in unrestricted net assets</strong></td>
<td><strong>($15,931,918)</strong></td>
<td><strong>($2,982,089)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change in unrestricted net assets</td>
<td><strong>($22,772,578)</strong></td>
<td><strong>$18,463,812</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$9,845,088</td>
<td>$10,570,432</td>
</tr>
<tr>
<td>Patient receivables, less allowance for uncollectible accounts of $9,444,000 in 2008 and $7,878,000 in 2007</td>
<td>$45,380,041</td>
<td>$43,305,350</td>
</tr>
<tr>
<td>Current portion of assets whose use is limited or restricted</td>
<td>$1,078,375</td>
<td>$843,469</td>
</tr>
<tr>
<td>Supplies at cost</td>
<td>$5,570,133</td>
<td>$5,493,945</td>
</tr>
<tr>
<td>Prepaid expenses and other current assets</td>
<td>$11,383,559</td>
<td>$12,240,193</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td><strong>$73,257,196</strong></td>
<td><strong>$72,413,389</strong></td>
</tr>
</tbody>
</table>

| Assets whose use is limited or restricted: |            |            |
| Assets held by trustee under bond indenture agreements | $10,928,608 | $15,476,221 |
| Assets held in professional liability trust | $10,998,425 | $10,143,505 |
| Donor-restricted assets for specific purposes | $7,248,608 | $11,145,388 |
| Donor-restricted assets for permanent endowment | $6,531,588 | $6,463,548 |
| **Total assets whose use is limited or restricted** | **$35,707,229** | **$43,228,662** |

| Property, plant and equipment – Net | $197,488,564 | $180,430,099 |

| Other assets: |            |            |
| Long-term investments | $79,696,075 | $101,535,903 |
| Unamortized financing costs | $4,146,844 | $4,704,813 |
| Other noncurrent assets | $13,763,625 | $12,636,156 |
| **Total other assets** | **$97,606,544** | **$118,876,872** |
| **Total** | **$404,059,533** | **$414,949,022** |
## Liabilities and Net Assets

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current liabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable and accrued expenses</td>
<td>$23,443,670</td>
<td>$27,780,010</td>
</tr>
<tr>
<td>Accrued wages and vacation payable</td>
<td>$17,777,702</td>
<td>$17,095,187</td>
</tr>
<tr>
<td>Accrued interest expense</td>
<td>$299,330</td>
<td>$256,524</td>
</tr>
<tr>
<td>Estimated third-party settlements</td>
<td>$9,034,810</td>
<td>$9,623,157</td>
</tr>
<tr>
<td>Current installments on long-term debt</td>
<td>$8,532,537</td>
<td>$4,909,894</td>
</tr>
<tr>
<td>Other current liabilities</td>
<td>$2,395,863</td>
<td>$1,716,936</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td><strong>$61,503,912</strong></td>
<td><strong>$61,381,708</strong></td>
</tr>
<tr>
<td><strong>Other liabilities:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accrued pension liability</td>
<td>$13,556,595</td>
<td>$11,267,863</td>
</tr>
<tr>
<td>Post-retirement medical benefits</td>
<td>$1,822,912</td>
<td>$2,226,338</td>
</tr>
<tr>
<td>Professional liability reserves</td>
<td>$13,603,241</td>
<td>$10,192,125</td>
</tr>
<tr>
<td>Other noncurrent accrued liabilities</td>
<td>$9,930,140</td>
<td>$2,539,915</td>
</tr>
<tr>
<td><strong>Total other liabilities</strong></td>
<td><strong>$34,922,888</strong></td>
<td><strong>$26,226,241</strong></td>
</tr>
<tr>
<td><strong>Long-term debt:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Revenue bonds</td>
<td>$139,713,736</td>
<td>$136,957,356</td>
</tr>
<tr>
<td>Other</td>
<td>$3,649,214</td>
<td>$1,829,957</td>
</tr>
<tr>
<td><strong>Total long-term debt</strong></td>
<td><strong>$143,362,950</strong></td>
<td><strong>$138,787,313</strong></td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td><strong>$239,789,750</strong></td>
<td><strong>$226,395,262</strong></td>
</tr>
<tr>
<td><strong>Net assets:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted</td>
<td>$146,552,008</td>
<td>$169,324,587</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>$11,186,187</td>
<td>$12,765,625</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>$6,531,588</td>
<td>$6,463,548</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td><strong>$164,269,783</strong></td>
<td><strong>$188,553,760</strong></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$404,059,533</strong></td>
<td><strong>$414,949,022</strong></td>
</tr>
</tbody>
</table>
Allergy
James A. MacLean, MD
Andrew I. Ober, MD
Eyal Oren, MD
Cristina Mazzoni Palumbo, MD

Anesthesia
Chad L. Anderson, MD
Brenda C. Barden, CRNA
Charlene Basile, CRNA
Evan R. Berman, MD
Kenneth Branton, MD
Emma L. Cataldi, MD
Robert F. Cipolle, MD
Montina T. Clark, CRNA
Joanne Eden, CRNA
Richard S. Field, MD
Justin W. Fox, MD
Donald G. Ganim, MD
Jana R. Goich, CRNA
Scott V. Gonzales, MD
Stephan L. Hatch, MD
Charles Ho, MD
Jonathan G. Jaques, MD
Frederick D. Kuehnze, MD
Gail C. Spellman, NP
Michael P. Storey, CRNA

Cardiology
Michael A. Arsenian, MD
John C. Clapp, MD
Francis X. Cleary, MD
S. Lawson Derby, MD
Alexander Doumar, MD
Stephen Fleet, MD
Bruce G. Hook, MD
Cathy Jeon, MD
Lance A. Larsen, MD
David T. Martin, MD
Marto E. Motta, MD
Richard William Nesto, MD
David L. Rabin, MD
David J. Roberts, MD
Robert J. Rokowski, MD
Elizabeth S. Scheer, PA
David E. Schwartz, MD

Dermatology
David Goldminz, MD
David S. Greenstein, MD
Mark A. Lewis, MD
Gary S. Rogers, MD
Hans E. Von Weise, DO

Emergency
Menahem Abraham, MD
Kyan J. Berger, MD
Susan K. Boretti, MD
Fiona M. Breslin, MD
Saul Cohen, MD
Kenneth R. Devellis, MD
Shamai A. Grossman, MD
Theodore Guldenmund, DO
Robert Carter Hall, MD
Douglas M. Katz, MD
Steven Kendel, MD
Kirsten Malone, MD
Miguel A. Martinez, MD
Vincent P. Meoli, MD
Brian F. Miller, DO
Eugene M. Ottroff, DO
Donald Alan Pasquartello, MD
Vittorio J. Raho, MD
David A. Riechert, MD
Stephen A. Schilling, DO
Michael K. Thibbles, MD
Sandra Wozniak, MD

Endocrinology
Dinamartie Garcia-Banigan, MD
Michael S. Gordon, MD
Neil D. Kobrosky, MD
Nina Michaid Lapine, NP
Zhao Liu, MD

Family Practice
Aliza Acker-Bernstein, MD
Mark E. Allara, MD
Spencer R. Amesbury, MD
Steven A. Barrett, MD
Gregory Bazylewicz, MD
Subroto Bhattacharya, MD
Cheryl Black, MD
Marissa Modini Bochman, MD
Phillip F. Burver, MD
David J. Bush, MD
Alain Chaoui, NP
Lisa M. Connolly, MD
Susan M. DeLuce, MD
Catherine M. Duffy, NP
Michael A. Edwards, MD
Gail L. Ellis, MD
Perrin P. Erzinger, MD
Amy E. Esdaile, MD
Karuna L. Gupta, MD
Bassem G. Hanna, MD
Erin Heiskell, MD
Leonard M. Horrowitz, MD
Amy C. Hourihan, NP
Kristina G. Jackson, MD
Harlow F. LaBarge, MD
Jennifer P. Larson, MD
Andrew S. Lenhardt, MD
Dana Ann Mann, MD
Daniel J. McCullough, MD
William J. Meuwis, MD
Suzanne E. Mitchell, MD
Timothy R. Oman, MD
Nancy E. Orovic, MD
Susan Mae Parker, NP
Stephanie Patel, MD
Thomas S. Pearce, MD
Marcei Lee Sidman, MD
Bruce W. Smith, MD
Richard L. Smith, MD
Gregory F. Snyder, MD
Hugh M. Taylor, MD
Aaron R. Thomas, DO
Andrew Ting, MD
Tina Waugh, MD
Michael Y. Yoon, MD

Gastroenterology
Michael J. Aaronson, MD
Michael DeMarkles, MD
Richard J. Einhorn, MD
Martin Hahn, MD
Gary M. Lopes, MD
Michael G. Newman, MD
Kenneth Shieh, MD
Timothy M. Smith, MD

General Surgery
David Ian Becker, MD
Thomas W. Johnson, MD
Susan V. Karol, MD
William V. Kastrinakis, MD
Carol Narangno, MD
Robert Sloane, MD
David F. Small Jr., MD
Edward Splaine, MD

Gerontology
Elisabeth C. Broderick, MD
Keith Champney, MD
Kevin J. Ennis, MD
Dorina Omari, MD

Hospitalist
Satika Arora, MD
Jin Byung Chae, MD
Hyoylim Chun, MD
Beatris Gesek Clark, NP
Hung K. Do, MD
Hami Ebrahim, MD
Louis Albert Giorgio, MD
Shaaj Habeebulla, MD
Steven C. Hatch, MD
Aimee Hromadka, MD
Nadana Jasti, MD
Sasikanth Kodali, MD
Thokozeni Lipato, MD
James M. Maguire Jr., MD
Mohamed Mahmoud, MD
Alexey Makogonov, MD
Hanan Malik, MD
Prasad V. Maddukuri, MD
Elia Massoud, MD
Daniel Newman, MD
Ronald K. Newman, MD
Claes M. Nilsson, MD
Gregory Papazian, MD
Shawn L. Pawson, MD
PadmaVat S. Pimpale, MD
Muhammad A. Rizvi, MD
Ziad A. Rouhana, MD
Mohammad Saeed, MD
Dipak Sheeh, MD

Infectious Disease
Sabrina R. Haas, MD
Steven L. Kenenholzl, MD
Brett A. Leav, MD
Lucas E. Wolf, MD

Infertility
Vito R.S. Cardone, MD
K. Ian Hardy, MD
Joseph A. Hill, MD
Peti-Li Huang, MD
Michael Summers, MD
Danielle Vitello, MD
Robert M. Weiss, MD

Internal Medicine
David M. Alden, St. Pierre, PA
Tosyalai Amirz, MD
Leonard N. Austin, MD
Sidertis D. Baer, MD
Cynthia C. Bjoelide, MD
W. Anthony Bohmert, MD
Adrienne Bradley, MD
Karen E. Caldwell, MD
Victor H. Carabba, MD
Frank S. Carbone Jr., MD
Roger P. Clark, DO
Mauri C. Cohen, MD
Louise A. Depodesta, MD
David C. Dobson, MD
Janet E. Doran, MD
David M. Driscoll, DO
Pierre Abou Ezz, MD
John S. Gale, MD
Sarah C. Gates, MD
James M. Gottschall, MD
Craig A. Grimes, MD
Habibullah Habibi, MD
Alyssa S. Handler, MD
Lewis S. Hays, MD
Agnezkta M. Heith, MD
Lisa Li Huang, MD
Jay J. Isaac, MD
Agnee A. Jimenez, MD
Carl cockpit Johnson, MD
Zaven E. Joukharian, MD
Steven L. Keenholzl, MD
Thomas J. Lapine, MD
Nathalie Majorek, MD
John Malapherzy, MD
Alexandra Mangili, MD
Neil N. Matz, MD
Cynthia Lynn Mazzoni, MD
Frances V. McDermott, MD
Jack N. Metzler, MD
Mark J. Messenger, MD
Alpaha Sinha, MD
Jennifer L. Sutherland, MD
Carolyn Tolley, MD
Irene I. Tsirozidou, MD
James I. Whynot, MD
Gregory R. Williams, MD
Nutrition
Brenda E. Richardson, MD

Obstetrics/Gynecology
Carola. Anania, MD
Laurel A. Base, MD
Melinda R. Birdsell, MD
Mary C. Boyd, MD
Deborah A. Bradley, MD
Barry W. Burrows, MD
Cara L. Chuderekwicz, MD
David DiChiaro, MD
Louis DiLillo, MD
Amanda V. French, MD
Benjamin D. Hanna, MD
John P. Keenan, MD
Young Bae Kim, MD
Louis K. Lau, MD
Carol Martini, MD
Maura McGirce, MD
Robert McLellan, MD
Katrina L. Sanders, MD
Jonathan Schreiber, MD
Daniel M. Shreeve, MD
Stacy L. Veitch, MD

Oncology
Harriet A. Bering, MD
Marc E. Garnick, MD
Karen J. Krag, MD
Angus P. McIntyre, MD
Joel H. Schwartz, MD
Yinlee Yoong, MD

Ophthalmology
Tina Scheufler Cleary, MD
Martin E. Cutler, MD
Nicolettta A. Flynn-Thompson, MD
Paul S. Greenfield, MD
John M. Gurley, MD
Daniel Hu, MD
Mark S. Hughes, MD
James W. Hung, MD
David S. Hutchison, MD
Nabil I. Jarudi, MD
Shahrokh G. Khani, MD
Raymond G. Magazan, MD
Emma Massicotte, MD
William B. Orenberg, MD
Michael A. Paccentini, MD
Peter R. Rapoza, MD
Edward A. Ryan, MD
Omah S. Singh, MD
Jeffrey Sorkin, MD
William G. Stinson, MD
Dennis F. Stoler, MD
Matthew Weinstein-Zanger, MD

Oromaxillofacial
Dawn Anselo, DDS

Orthopedics
John J. Boyle Jr., MD
Mahlon A. Bradley, MD
Brandy E. Eaton, PA
Ira R. Evans, III, MD
David Fehnel, MD
Erin Fitzpatrick, PA
Dominick Garibaldi, MD
Peter B. Germond, MD
Mark P. Gilligan, MD
Kenneth W. Gregg, MD
Douglas O. Halsted, MD
Steven C. Hollis, MD
Frank J. Imbrescia, PA
John A. Kazes, MD
David B. Lovejoy, MD
Robert E. McLaughlin, II, MD
William J. Muratore, MD
Todd M. O'Brien, MD
Hugh M. O'Fynn, MD
James D. O'Holleran, MD
Richard M. Ozuna, MD
William L. Pal, MD
Jonathan Perryman, MD
Jeffrey A. Polanowsky, MD
Peter M. Prokopis, MD
Jeremy M. Shore, MD
John Byron Sledge, III, MD
David P. St. Pierre, MD
Matthew P. Todd, PA
Jonathan Urosky, MD
Robert M. Wood, MD
John W. Zimmer, MD

Pediatric Emergency
Alyssa M. Abo, MD
Richard Bacher, MD
Theresa M. Becker, DO
Marisa Brett-Fleegler, MD
Robyn L. Byer, MD
Sarita Chung, MD
Jacqueline Bryngil Corboy, MD
Jennifer A. Ehrhardt, MD
Andrew Fine, MD
Karen Gruskin, MD
Marvin B. Harper, MD
Maria S. Hewes, MD
Debra P. Hillier, MD
Eric C. Hoppa, MD
Robin A. Kreusendorf, MD
Lois K. Lee, MD
Jason A. Levy, MD
Rebekka C. Mannix, MD
William P. Meehan, III, MD
Joshua Nagler, MD
Lisa Edelberg Ngovic, MD
Michael Shannon, MD
Margot P. Shuman, MD
Heather J. Silverberg, MD
Amy D. Thompson, MD
Rebecca Lynn Vieira, MD
Berenika Voskoby, MD
Diana Voskoby, MD
Michael T. Witt, MD

Pediatric Neurology
Panikaj Agrawal, MD
Darla D. Breshly, MD
Kimberlee Chatson, MD
Steven W. Chir, MD
Cynthia Hamlet Cole, MD
Ivane Culic, MD
James E. Gray, MD
Mary Lucia P. Gregory, MD
Munis Gupta, MD
Stephane M. Halle, MD
Anne R. Hansen, MD
Tanzeema Hossain, MD
Ting-Yi Lin, MD
Camilla R. Martin, MD
Grea C. McNiff, MD
Kathryn E. Natre, MD
Deirdre O’Reilly, MD
DeWayne M. Pursley, MD
Sergiu Roumainstev, MD
Vincent C. Smith, MD
Jane E. Stewart, MD
Tai H. Tran, MD
Melissa Woythal, DO
George E. Zetosolinsky, MD
John A. Zupanic, MD

Pediatric Neurology
Edgar Y. Oppenheimer, MD
NORTHEAST HEALTH SYSTEM, INC.,
BOARD OF TRUSTEES

Trusted Officers
David St. Laurent
Chairman
Stephen R. Laverty
President
Joseph W. Haley, Esq.
Treasurer
Charles Favazzo
Clerk
Denis S. Conroy**
Assistant Treasurer
William E. Donaldson**
Assistant Clerk
Gregory Basilewicz, MD
David DiChiara, MD
Thomas Grant
Susan V. Kafol, MD
Robert Rives, Esq.
Michael Shea, Esq.

Ex Officio
Nancy H. Palmer
Jonathan Schreiber, MD

NORTHEAST HOSPITAL CORPORATION BOARD
OF TRUSTEES
(Addison Gilbert Hospital, BayRidge Hospital, Beverly Hospital, Beverly Hospital Hunt Center, Beverly Hospital at Danvers)

Trusted Officers
Nancy H. Palmer
Chairwoman
Stephen R. Laverty
President
Paul Muniz, Esq.
Secretary
Denis S. Conroy**
Assistant Treasurer
William E. Donaldson, Esq.**
Assistant Secretary
Jeffrey Bistrong
George Burke
Hugh O'Flynn, MD
Jagruti Patel, MD

Ex Officio
Jonathan Schreiber, MD
David St. Laurent

NORTHEAST HEALTH FOUNDATION, INC.

Chairman
Michael A. Ruane
Lexanne J. Abbott
Katherine A. Barrand
Kevin M. Barry
Donat A. Fournier
Joseph W. Haley, Esq.
E. Miles Herter
Jonathan G. Jaques, MD
Caleb Loring III
Kurt A. Melden
Nancy H. Palmer
A. Heath Robertson III
Joseph E. Trustey

Chairman Emeritus
Fred G.P. Thorne

Ex-Officio
Stephen R. Laverty
Linda Parksins
Susan H. Samperi

Associates
Susan Ambrozavitch
Teresa Gove Arnold
Donna R. Barnard, MD
James L. Bildner
Jonathan W. Blodgett
James R. Brown, MD
Paul and Beverly Bucknam
Robert C. Buell
Glenn F. Campbell
Frank S. Carbone Jr., MD
Philip E. Chalmers
Charles H. Clark
Forrester A. Clark Jr.
Lianne Cook
Russell Copeland Jr.
David Cormier, MD
Larry Crowley
Trudy Cullen
Laura Cutler
David A. Cutler
John R. Dainton, MD
David Deaborn
Stephen F. Dexter
David A. Doane
Charlotte L. Dodge
Netland and Priscilla Douglas
Rita Jean Dunn
Mary Eisenhauer
Wayne H. Eisenhauer
Joseph A. Fanale
Myrna S. Fearer
Koula Frangos
Howard M. Frisch
Marion M. Frost
Daniel J. Gates
Richard R. Gourdeau
Anthony Gross
Michael J. Harrington
Jean Hennessey
Peter A. Herssee
Caroline Lee Herter
James S. Hewson, MD
William F. Howard
Eleanor M. Hoy
Geoffrey P. Hunt
Timothy A. Ingraham
David F. Jaquith
Lois M. Johnson
Frederick Kauders
John C. Kelleher III
Phyllis D. Kelley
John J. Keohane Jr.
William T. Kozak Jr.
Jacob S. Kriteman, MD
Thomas M. Latofof
Nancy J. Luther
Norman J. Macaulay
Chester B. Marcus
Gretchen L. Mazik
Wayne P. Marquis
Eileen M. Matz
William J. McDonald
David S. McKechnie
R.T. Patnie Metcalfe
Rose C. Morgan
Carol Moise
Paul T. Muniz
Maureen Durkin O'Connell
Sally O'Malley
William and Mary Ellen Otto
Ralph E. Parisella
Jagruti Patel, MD
Maheesh M. Patel, MD
Edward Penta
James M. Perry
James and Adeline Polese
Carol L. Powers
John R. Putney
Leslie S. Ray
Mary L. Reinhalter
Diana B. Richardson
Ernest M. Santin
Ann Savage
Jonathan Schreiber, MD
Nancy Schwoyer
Louise H. Southwick
Mary Ann Streater
Brian C. Tarr
Sue Thorne
Patrick Thorpe
Joseph W. Walsh Jr.
Susan and James Wiltshire
Richard Wylie

**Officer only
SENIOR MANAGEMENT STAFF

Stephen R. Laverty
President & Chief Executive Officer

Gregory A. Bird, RN
Senior Vice President, Patient Care Services & Chief Nursing Officer

Denis S. Conroy
Senior Vice President & Chief Financial Officer

William E. Donaldson, Esq.
Senior Vice President & General Counsel

James E. Dunne
Vice President, Long-Term Care

Jody P. Flett
Senior Vice President, Operations

Robert P. Laramie
Vice President & Chief Information Officer

Althea C. Lyons
Vice President, Human Resources & Development

Kevin P. Norton
President, CAB Health & Recovery Services, Inc.

Paul C. O’Shea
President & Chief Executive Officer, Health & Education Services, Inc.

Charles J. Payson, Esq.
Vice President, External Affairs

Pauline M. Pike
Executive Vice President & Chief Operating Officer

James Q. Purdy
Vice President, Inpatient Behavioral Health

Susan H. Samperi
Senior Vice President, Philanthropy

Peter H. Short
Senior Vice President, Medical Affairs

CAB HEALTH & RECOVERY SERVICES, INC.

Board of Directors

Vincent A. Martelli Jr.
Chairman

Stephen S. Walker
Vice Chairman

Nancy T. August
Treasurer

Kathryn Murdoch
Secretary

Kevin P. Norton
President

Anne E. Boffa, MPH
Linda H. Crosby
William E. Donaldson, Esq.
E. Miles Herter
Rev. Dr. Llewellyn Parsons Smith
Mark E. Ross

HEALTH & EDUCATION SERVICES, INC.

Board of Directors

Michael C. Shea, Esq.
Chairman

Margaret O’Sullivan
Vice Chair

Sheldon Aronson
Treasurer

Janice Preston
Clerk

Sheldon Aronson
Frank Butler
Frederick E. Cowan
Marjorie Detkin
William E. Donaldson, Esq.
David Lawson
Molly Martins
Paul O’Shea
William Taggerman
John J. Walsh

NORTEAST SENIOR HEALTH

Board of Directors

Robert Rives, Esq.
Chairman

James E. Dunne
President

Denis S. Conroy
Treasurer/Clerk

Dennis Coleman
Doug McGregor
Connie Woodworth

NORTHEAST PROPRIETARY CORPORATION

Board of Directors

James E. Dunne
Chairman

Stephen R. Laverty
President

Denis S. Conroy
Treasurer

William E. Donaldson, Esq.
Clerk

NORTH METRO HEALTH SERVICES, INC.

Board of Directors

Stephen R. Laverty
President

Denis S. Conroy
Treasurer

William E. Donaldson, Esq.
Secretary

LEDGECWOOD HEALTH CARE CORPORATION

Board of Directors

James E. Dunne
President

Joseph Porcello
Treasurer

Michael Beal
Vice President

Joseph Weglarz
Clerk

CABLE PROPERTIES, INC.

Board of Directors

Stephen R. Laverty
President

Denis S. Conroy
Treasurer

William E. Donaldson, Esq.
Clerk

SEACOST NURSING AND REHABILITATION CENTER

Officers & Directors

James E. Dunne
Chairman

Cynthia Cafasso Donaldson
President

Jody P. Flett
Secretary

Joseph Porcello
Director & Treasurer
NORTH SHORE MAGNETIC IMAGING CENTER, INC.

Officers & Directors
Robert Notton
Director & President
Steven Defossez, MD
Director & Medical Director
Denis S. Conroy
Director & Treasurer
Judith Cause
Clerk

NORTHEAST PHYSICIANS PRACTICE, INC.

Board of Directors
Nancy H. Palmer
Chairwoman
Jon Morse
Treasurer
Michael Shea
Clerk
William E. Donaldson, Esq.**
Assistant Clerk

NORTHEAST PHYSICIAN HOSPITAL ORGANIZATION, INC.

Board of Directors
Gregory A. Bazylewicz, MD
President
Stephen R. Laverty
Vice President
Denis S. Conroy
Treasurer
Louis Di Lillo, MD
Clerk
Stacey Keough
Peter Short, MD
Francis X. Cleary, MD
Steven C. Hollis, MD
Suzanne Graves, MD
Susan V. Karol, MD

Ex Officio
Jeanne M. Holland
Executive Director
Joel W. Shelkrot, MD
Medical Director

NORTHEAST HEALTH SYSTEM, INC.

Honorary Trustees
Harold Alexander
Gregory Bazylewicz, MD
Francis Bresnahan
Paul Bucknam Jr.
Francis X. Cleary, MD
William Cornetta, MD
Stephen Dexter
Joseph Fanale
Philip Jefferson
Peter Hersee
Philip Herrick, MD
Frederick Kauders
Peter Maisstellis
Walter Morse
Charles Nahatis
R. Kirk Noyes
Augustine P. O’Keeffe
J. Brad Pierce
Rev. Mele Pimentel
Joel Shelkrot
Edward Splaine, MD
Lotz Wallem
Susan Wiltshire

NORTHEAST MASSACHUSETTS INDEMNITY COMPANY LTD.

Board of Directors
David St. Laurent
Chairman
Denis S. Conroy**
Treasurer
William E. Donaldson, Esq.**
Clerk
Bryan Barnard, MD
David DiChiara, MD
Charles Furlong
David St. Laurent
Stephen R. Laverty

Trustees Emeritus
Herbert Bistrong, MD
Frederick Kauders
Susan Wiltshire
Henry Ramini, MD

NEW ENGLAND COMMUNITY MEDICAL GROUP, INC.

Board of Directors
Gregory A. Bazylewicz, MD
President
Pierre A. Eazi, MD
Treasurer
Mark Allara, MD
Clerk
Louis Di Lillo, MD
Suzanne F. Graves, MD
Alyssa Handler, MD
Steven C. Hollis, MD
Susan V. Karol, MD

Ex Officio
Jeanne M. Holland
Executive Director
Joel W. Shelkrot, MD
Medical Director

**Officer only
IT’S GREAT TO HAVE FRIENDS

Since 1910, The Friends of Beverly Hospital have provided invaluable support that enriches and enhances the services offered by Beverly Hospital. For nearly a century, The Friends have devoted 100 percent of the funds they raise toward a variety of Hospital programs.

The Friends’ support is quite significant, amounting to more than $1.3 million through 2008. Their contributions have supported several important building and renovation projects, including the Main Lobby, Emergency Room, Maternity, Special Care Nursery, Critical Care Unit, Department of Radiology, and the Breast Health Center.

The Friends also support two important programs for young people in our community. The Connecting Young Moms program, a hospital-based program founded in 1996, provides comprehensive pre- and post-natal programs to young mothers who have limited resources.

The Elizabeth Torrey Johnson Memorial Scholarship Fund provides scholarships annually to high school students who have volunteered a minimum of 50 hours at the hospital and plan careers in healthcare. Many students have benefited from this generous scholarship.

In April of 2008, The Friends added to their history of generous support when they held a “Laugh Out Loud” fundraiser to benefit the Breast Health Center at Beverly Hospital at Danvers. More than 800 women filled the venue for a ladies’ evening of comedy, featuring well-known comedienne Anita Renfroe. The event raised more than $37,000.

The Hospital is enormously grateful to The Friends for their continuing support on behalf of the communities we are privileged to serve.

We are here for your family. For your life. For your health.
We are here for your family. For your life. For your health.