

moving FORWARD



ALICE PECK DAY HEALTH SYSTEMS



2009 Annual Report

APD'S FUTURE is bright.

We are committed to maintaining the caring,
personal service that has long distinguished
Alice Peck Day Memorial Hospital and Harvest Hill.



MICHAEL PWH. PAINE

HARRY G. DORMAN, III

Dear friends,

This past year has been a period of intense activity at Alice Peck Day Health Systems. As our nation prepares for significant changes in health care, APD has also been taking important steps to lay a strong foundation for the future. We are enhancing our medical services, upgrading technology, renovating our facilities, and expanding residential options for seniors in our community. At the same time, we are committed to maintaining the caring, personal service that has long distinguished Alice Peck Day Memorial Hospital and Harvest Hill.

Fiscal year 2009 marked several important transitions. We were pleased to welcome Evalie M. Crosby, CPA, FHFMA, as Vice-President of Finance and Chief Financial Officer, and to appoint Susan E. Mooney, M.D., as Interim Vice-President and Chief Medical Officer. This new position is focused on improving the quality of our medical services, while providing leadership for our medical staff. We also made notable improvements in our services and facilities, about which you'll learn more in this publication. A high point of the year was the conclusion of our Critical Access Hospital recertification survey, a federal process conducted every three years. The results were very strong and our rankings remain high in both patient satisfaction and quality of care.

APD's future is bright. We begin Fiscal Year 2010 by joining the New England Alliance for Health, a newly created organization of regional hospitals and health networks. This partnership will give us greater purchasing power and access to resources while allowing us to maintain our independence. Construction continues on the Woodlands at Harvest Hill, an independent living facility that will open in Spring 2010. We are excited to be laying the groundwork for the hospital's renovation, which will bring vital improvements to our physical space and greater efficiency and support to APD's superb care.

We are grateful to our Boards of Trustees, medical staff, employees, supporters, and members of the community who are so committed to our vital purpose: **To serve the Upper Valley community with the best in health care services.** As we move forward, your support continues to strengthen us.



Harry G. Dorman, III, FACHE
President and CEO



Michael PWH. Paine, FRCS(Eng)
Chair, Health Systems Board of Trustees

access

GOAL SERVING THE UPPER VALLEY'S HEALTH NEEDS



Dr. Doug Williamson takes a close look at 11-month-old Brayden Slayton, of Springfield, NH.



Brayden's older brother Sawyer plays while he's waiting.

In September, the Robert A. Mesropian Center for Community Care welcomed two new primary care providers: **Sheilla Bachelder** (Family Medicine) and **Yolanda Poradowski** (Internal Medicine), with an additional two providers to begin in early FY2010. To better serve the busy schedules of our patients without compromising our high standards of care, the RAMCCC also adjusted provider schedules to allow patients to be seen more quickly and during additional evening hours.

APD joined with the **United Valley Interfaith Project** (UVIP) in the spring, working with community and state leaders to improve transportation access to the campus. The hospital continued to support the **Grafton County Senior Citizens Council bus**, helping senior residents of the Upper Valley get safely to their medical appointments.



Amy Weed of Emergency Services.

The Immediate Care Center responded to an increase in demand for emergency care by transitioning to a **dedicated Emergency Services Department** in June, remodeling its space in September to provide greater patient privacy and comfort and improved flow.

STRATEGY

making care more accessible



Dr. Sheilla Bachelder with a patient.

service

GOAL IMPROVED STANDARDS OF CARE



Heidi Booden helps a patient with her mammogram.

Chef Tim Tillinghast in the APD coffee shop.

STRATEGY

new staff, technologies and services

Drs. Jerald Ward and Silviu Tamasdan joined our staff as the hospital's first dedicated **Hospitalists**, caring for patients while they stay in the hospital. APD's Medical-Surgical unit also began offering telemetry. This higher level of patient monitoring allows us to serve more severely ill patients.

APD continues to make strides in national surgical quality improvement initiatives.

New equipment in the surgical suite included a **waste management system** that reduces waste and minimizes exposure risk to healthcare workers while decreasing wait time between surgeries. **Dr. Patrick Morhun**, a member of our medical staff, began using new equipment to remove cataracts more efficiently and safely. With the help of our donors, the Mammography department installed a **digital mammography system** that provides significantly improved digital imagery, and renovated the Mammography suite to be more welcoming and comfortable.

The Elizabeth A. Hughes Care Unit at Harvest Hill opened its doors in June 2009. Construction and startup costs for the new facility, which enables residents of Harvest Hill to remain in their community as their health declines, were fully funded by donations from our community.

New management and a new approach to **food service** in the hospital has led to a greater diversity of meal choices, including more vegetarian and vegan options, and an elimination of all deep-fried foods from the menu. The hospital's food services also replaced disposable food containers, cups and silverware with biodegradable options as part of an overall "**APD Is Green**" initiative that continues to provide cost savings and contribute to environmental health.

*Dr. Silviu Tamasdan
with Asa Metcalf
of Piermont, NH.*



people

GOAL MAKING THE MOST OF OUR GREATEST RESOURCE



Paul Campagna of Hanover, NH and his dog Chloe volunteer in the Extended Care Facility.

Auxilian Ranice Appell at the Spring 2009 Antique Show.

STRATEGY

strengthening and creating partnerships

APD joined with the **Upper Valley All Health Hazards Regional Planning Commission** in the spring and fall to prepare for a possible epidemic of H1N1 influenza. Together with the state of New Hampshire and other local hospitals and health organizations, we worked to devise a clear, coherent public response that would minimize transmission risk and keep the Upper Valley as healthy as possible.

APD also strengthened its relationship with neighboring Dartmouth-Hitchcock Medical Center, working to increase the number of skilled nursing and other patients transferred to our facility.

None of our progress would be possible without the efforts of our medical staff and employees.

We continue to be sustained by the support we receive from the **APD Auxiliary**. For more than 75 years, this vibrant organization has provided volunteers and financial support, while its members serve as ambassadors to the greater Upper Valley community. This year, the Auxiliary completed its \$100,000 pledge to the future renovation of the hospital; APD is honored by their vote of confidence.

In fiscal year 2009, APD's **volunteers** contributed 6,000 hours of service to Alice Peck Day Memorial Hospital and Harvest Hill. Their support enriches the APD community in countless ways.

EMPLOYEE SERVICE AWARDS

5 years

Caitlin Adams
Nicole Alves
Michaelynn Bouthillier
Claudette Brokx-White
Kayla Collins
Andy Cyr
Stephen Daly
Lois Donelson
Ruth Driscoll
Deborah Dworak
Sandra Elliott
Sheila Feyrer
Chad Finer
Laurie Foster
Deborah Guidotti
Petra Gunnerson
Brad Gurney
Ronald Hall, Jr.
Kathleen Hamilton
Elizabeth Hanlon
Linda Hook-Reichert
Alex Jaccacci
Wendy Leigh James
David Kroner
Susan Kuklewicz
Joanne Madeja
Bonnie Maxfield
Jane Mesh
Janice Michel
Joyce Neilsen
Wayne Piekarski
Steven Rose
Rosemarie Rouleau
Melissa Seymour
Gene Soboleski
Adam Sorscher
Jennifer Soule
Kathleen Stacy
Bridgett Taylor
John Thibodeau, Jr.
Laurie Waterman
Kaaren White
Jason Whitney
Jesse Zabski

10 years

Judith Bircher
Cindy Casale
Jennifer Collins
Phillip Collins
Kimberly Cunningham
Debra Fisk
Brenda Gessner
Karen Leister
Nancy Limbaugh
Suzanne Lorenz
Heather McGonis
Mary Jane Mitchell
Sheryn Payton
Amy Sleeper
Paula Stedman
Janet Tibbits
Melissa Underhill
Mark White
Sadie Woods

15 years

Carol Descoteau
Rosemarie Gritsavage
Gayle Hulva
Larry Lancaster
Annelie Marsh
Marilyn Thorson

20 years

Heidi Booden
Lauren Grace
Jenness Hipwell
Peter Mason
Diane Talbert

25 years

Shirlene Allen

30 years

Jane Spaulding

More than 30 years

Kathy Sirois (33)
Leigh Davis (33)
Linda Facto (36)
Harry Tibbits (39)

EMPLOYEES OF THE QUARTER

1 Donna Reade
Information Systems

2 Rich Casano
Materials Management

3 Cara Rudnicki
Housekeeping

4 Tim Tillinghast
APD Kitchen

community health

GOAL A HEALTHIER UPPER VALLEY COMMUNITY



Volunteer dental hygienist Rita Coolley with Pashents White.



Andy White vaccinates Matt LaBombard against seasonal influenza.

The Department of Community Health continues to support the health of residents in our area. Last year, the **Upper Valley United Way Assessment of Community Needs and Assets** surveyed patients and health professionals, who identified access to basic medical care, oral health care, and prevention and wellness programs as the top unmet needs in the Upper Valley.

In response, APD continued to support access to medical care with cash donations to the **Good Neighbor Health Clinic** and **Grafton County Senior Citizens Council**, and addressed dental needs with its ongoing school-based “**Upper Valley Smiles**” program. During the 2008–2009 school year, the “Upper Valley Smiles” staff screened 107 second- and

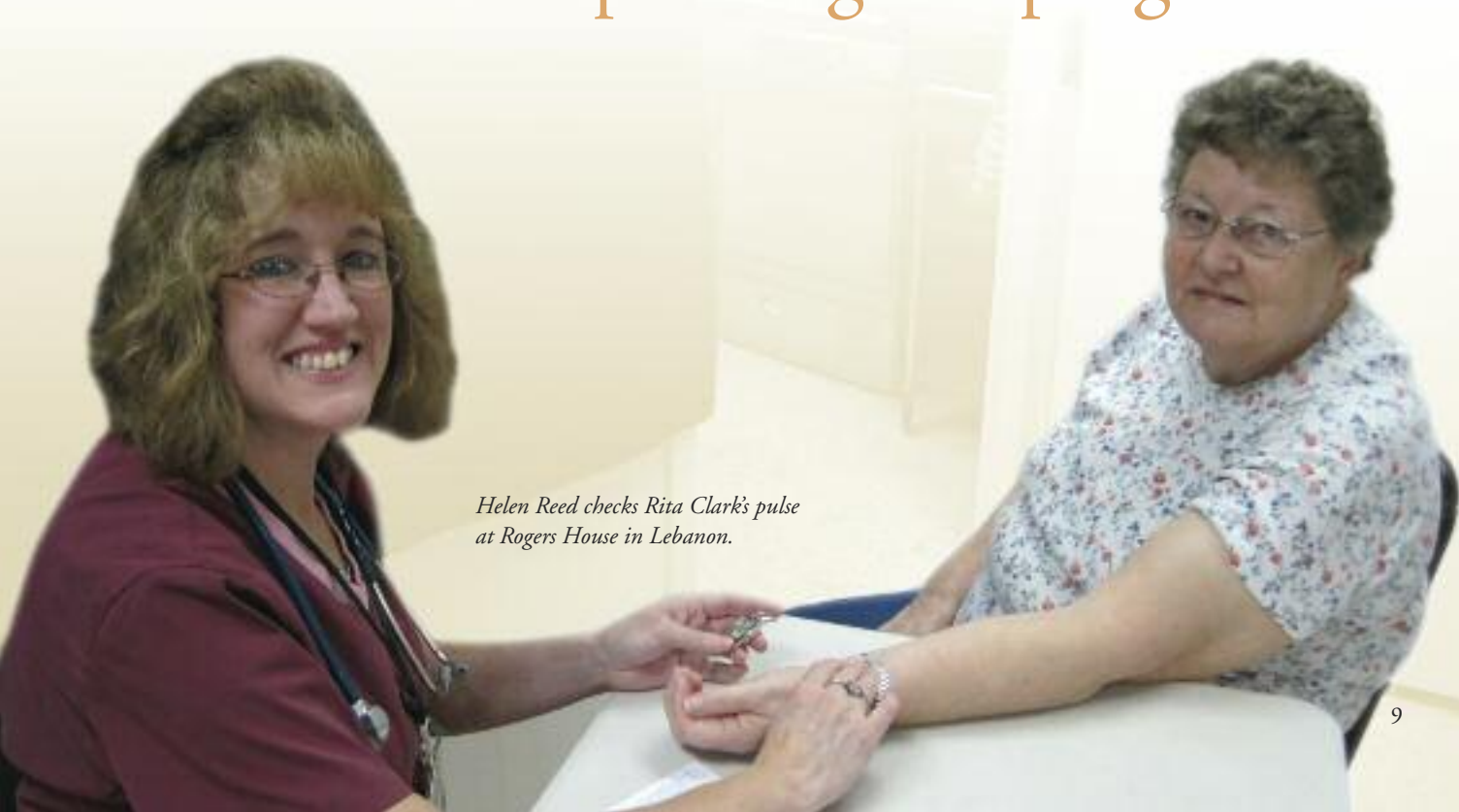
third-grade children from Lebanon, Enfield and Canaan; 60 children received preventive services (sealants and/or fluoride varnish).

Twenty-nine children were referred to local dentists for follow-up urgent care, partially supported by grants administered by APD. A free dental clinic for children was held at APD in the spring.

The Department also coordinated community **flu clinics**, supported the **Living Strong senior exercise program**, and provided one-on-one Medicaid application assistance to local families. More details can be found in the full Community Benefits report, available at www.alicepeckday.org.

STRATEGY

continue strengthening
and expanding our programs



*Helen Reed checks Rita Clark's pulse
at Rogers House in Lebanon.*

financials

GOAL PROVIDE GREATER FINANCIAL STABILITY



**Elizabeth Loudermilk, CPA, Controller,
with Evalie M. Crosby, CPA, FHFMA, (top)
Vice President of Finance and Chief Financial Officer.**

STRATEGY

sound fiscal management

Throughout these challenging economic times, APD has remained one of the largest employers in the Upper Valley. The Foundation for Healthy Communities estimates that APD's economic activity supports 825 jobs in the area, with a \$31 million economic impact. As demand for health care services increases, APD hopes to provide an even greater benefit to the Upper Valley in years to come.

FINANCIAL STATEMENTS

Fiscal Year 2009 was a year of transition in financial operations at Alice Peck Day Health Systems. Midway through the year, the financial management of the organization came under the new leadership of **Evalie M. Crosby** as Vice President of Finance/Chief Financial Officer, **Elizabeth Loudermilk** as Controller, **Lisa Cohen** as Financial Analyst, and **Amy Beth Main** as Director of Revenue Cycle. This team has spent many hours reviewing past financial operations, exploring untapped opportunities and moving forward with a number of initiatives designed to improve the financial performance of the organization. We have seen much success to date and anticipate continued improvement in the year ahead.

Specific areas addressed thus far have included:

- Identification of improved charge capture processes in the Emergency Room and Surgical Services;
- Improvements in Patient Accounts billing processes;
- Continued review of Patient Access up-front cash collection policies and procedures and potential opportunities for improvement;
- Assessment of the potential impact of Provider Based Entity status for physician practices, to be adopted January 1, 2010;
- Review of claims filing and self pay collection processes in an effort to reduce bad debt write-offs;
- Identified potential for enhanced reimbursement through the review and subsequent re-filing of open Medicare Cost Reports; and
- Review of general ledger documentation processes to ensure accurate and timely recording within fiscal operations.

We look forward to a continuation of these efforts and more as we work to provide greater financial stability for the entirety of the Alice Peck Day Health System.

STATEMENT OF OPERATIONS

Fiscal Year Ending September 30, 2009

	Unaudited 2009	Audited 2008
Unrestricted Revenue, gains and other support		
Net Patient Service Revenue	\$36,379,115	\$34,742,462
Other Revenue	4,097,950	4,744,555
Net assets released from restrictions for operations	40,698	30,122
Total Revenue	40,517,763	39,517,139
Expenses		
Personnel Expenses	23,574,232	23,490,657
Supplies and other	12,137,655	11,252,928
Bad Debt Provision	2,135,799	2,832,094
Insurance	784,348	955,116
Interest	1,060,643	735,812
Depreciation and amortization	1,671,372	1,736,675
Total Expenses	41,364,049	41,003,282
Subtotal	(846,286)	(1,486,143)
Unrealized gain (loss) on interest rate swap	(279,903)	3,130
Other than temporary decline on investments	–	(243,388)
Net unrealized gains (losses) on investments	368,272	(485,226)
Net assets released from restrictions used for purchase of property, plant and equipment	996,988	–
Increase (decrease) in unrestricted net assets	\$239,071	\$(2,211,627)

CONDENSED BALANCE SHEET

Fiscal Year Ending September 30, 2009

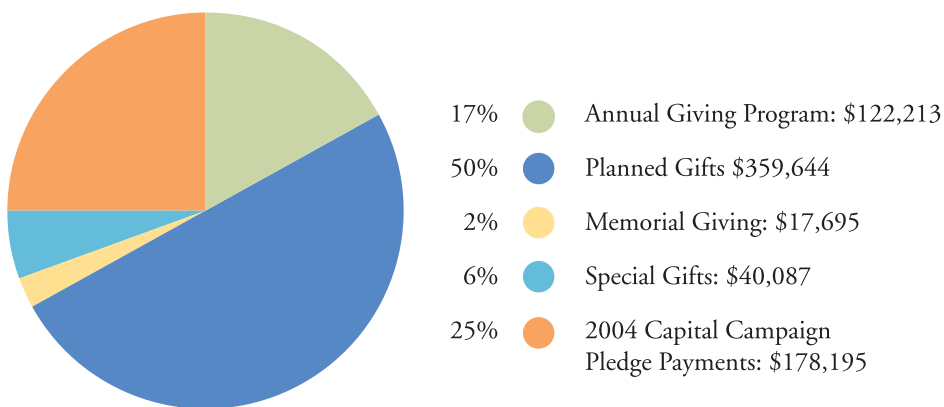
	Unaudited 2009	Audited 2008
Cash and short-term investments	\$14,670,318	\$16,016,758
Other current assets	5,668,317	5,585,954
Property, plant and equipment (net)	34,942,378	21,725,776
Other assets	15,235,158	26,238,028
Total assets	70,516,171	69,566,516
Current liabilities	9,147,753	7,435,748
Long-term debt	41,775,000	41,945,000
Other liabilities	6,742,454	6,674,876
Total Liabilities	57,665,207	56,055,624
Unrestricted net assets	10,619,115	10,380,042
Temporarily restricted net assets	2,205,022	3,104,394
Permanently restricted net assets	26,827	26,456
Total net assets	12,850,964	13,510,892
Total liabilities and net assets	\$70,516,171	\$69,566,516

SUPPORTING STATISTICAL INFORMATION

Summary of Patient Service Utilization

	2009	2008
Inpatient		
Total Admissions	750	834
Births	272	289
Acute care patient days	2,673	2,747
Acute care average length of stay	3.6	3.3
Acute care average daily census	7.3	7.5
Extended Care Facility		
Long term care resident days	7,513	14,502
Skilled level resident days	2,083	2,233
Skilled level average length of stay	14.4	19.9
Average Daily Census	20.6	45.8
Other		
Emergency Room/ICC visits	9,459	10,622
Clinic visits		
Robert A. Mesropian Primary Care Center	23,555	24,382
Women's Care Center	9,468	9,073
General Surgery Clinic	1,906	1,912
Same Day Surgery	2,000	2,008
Procedures	739	831
Lab procedures (excludes venipunctures)	83,561	89,245
PT/OT Visits	5,277	5,897
Radiology exams	18,439	19,796

FISCAL YEAR 2009 CASH CHARITABLE CONTRIBUTIONS \$717,834



our donors

I would like the donation directed to your campaign for digital mammography. There are members of our family, including myself, who are very fortunate survivors of breast cancer and those who had more difficulty with the fight – Karen, her mother and my mother. For this reason, a memorial gift directed at digital mammography is especially appropriate.
~ Susan Y. Manaras



Susan is a cousin of Robert A. (Bob) Mesropian, former President and CEO of Alice Peck Day Memorial Hospital. She and her husband John made their gift in memory of Bob's sister, Karen Mesropian Donoghue, who lost her battle with breast cancer this past year.

We are deeply grateful to Susan and John, whose gift supported APD's fundraising campaign for digital mammography. Members of our community reached deep and gave generously in fiscal year 2009, contributing more than \$700,000 to help APD address a number of critical needs.

The power of philanthropic support is tangible. It enables us to deliver the kind of care our patients have come to trust – quality care that keeps us “moving forward” without losing the highly personal touch that distinguishes APD.

WE THANK ALL WHO CONTINUE TO INVEST IN APD.

Annual Giving Program

LEADERS \$5,000+

Anonymous
Kleen, Inc.
Mr. and Mrs. David M. Roby
The Jack and Dorothy Byrne
Foundation

INNOVATORS \$2,500+

Anonymous
Geokon, Inc.
Peter J. McLaughlin and Jane Kitchel
McLaughlin Family Fund
Valley Radiologists Professional Assoc.

PACESETTERS \$1,000+

Anonymous
Mrs. Harriette S. Barnes
Barrette Family Fund of the
NH Charitable Foundation-
Upper Valley Region
Carroll Concrete Company
Whit and Closey Dickey Fund
of the NH Charitable Foundation-
Upper Valley Region
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Mr. William D. Wedgwood
Dr. Andrea Williams and
Mr. Clayton E. Goss

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Mr. William Josler
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Mr. and Mrs. P. David Lagomarsino
Dr. Bruce Lewis and Ms. Abby Tassel
Mr. and Mrs. William F. Luebbert
Dr. and Mrs. Leon Mann

Dr. Susan E. Mooney and
Ms. Patricia M. Negus
Dr. Patrick J. Morhun and
Ms. Susan Barnes-Morhun
Mr. and Mrs. John S. North
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Mr. Hans L. Schlesinger
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Alcoholics Anonymous
Allan's Vending Service, LLC
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American Legion Auxiliary – Unit 22
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Mrs. Faith B. Baker
Ms. Patricia Bazilchuk
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Ms. Arlene Biathrow
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 Ms. Virginia L. Close
 Clow Construction, LLC
 Mr. and Mrs. Allen T. Coker
 Ms. Wendy Cole
 Rev. Dr. Guy J. D. Collins
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 Mr. Frank Coombs and
 Ms. Sheila Andrews
 Mr. and Mrs. Nelson Crawford
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 Mr. Terry Boone
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 Proforma Unlimited
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 Mr. Murray Smith
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 Mr. and Mrs. Dennis Thron
 Ms. Ella S. Tobelman
 Ms. Charlene L. Toews
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 Twin State Sand and Gravel, Inc.
 Mrs. Helen M. Vanier
 Ms. Elizabeth Walk
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 Dr. and Mrs. John Wasson
 Mr. and Mrs. Bruce Waters
 Ms. Nora Wijn
 Ms. Irene C. Williams
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 Mr. and Mrs. Harold B. Wright
 Mr. and Mrs. James E. Wright
 Ms. Anna A. Yeshilian
 Mr. and Mrs. Tsukasa Yoshinaka
 Ms. A. Sharon Hughes Young

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Mr. and Mrs. Simo Korpela

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Mr. and Mrs. Thomas M. Maloof

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Members of the Homestead Society take the long view when they make APD a beneficiary of their estates. They understand the importance of legacy giving and planning for the future. We thank the following people who, through their generous bequests, will sustain the hospital in the years ahead.

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DEATHS OF HOMESTEAD SOCIETY MEMBERS

We mourn the loss of the three members of the Homestead Society who passed away this past year. Their generous planning for our financial security will benefit APD far beyond their lifetimes.

Dr. Henry P. Brown, III Mrs. Julia H. Frost Mrs. Virginia Scotland

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