



LM Healthcare

Annual Report 2015



LAWRENCE + MEMORIAL HOSPITAL

WESTERLY HOSPITAL

VISITING NURSE ASSOCIATION OF SOUTHEASTERN CONNECTICUT

L+M MEDICAL GROUP

L+M INDEMNITY

“Our littlest patients are our biggest priority.”



L+M Hospital is happy to welcome our new Pediatric Hospitalists. These Yale School of Medicine physicians specialize in the care of children requiring in-patient treatment for a variety of medical conditions. They will be onsite 24/7 to admit and work with our youngest patients. Together with families, specialists, community pediatricians and our pediatric emergency physicians, they'll ensure that each child receives compassionate and expert care close to home.

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ANNUAL REPORT 2015

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SAVE THE DATE

MAY 14, 2016

L+M Hospital Annual

Gala

FOX TOWER
FOXWOODS RESORT CASINO

A Message from the Chairman and CEO

Three years ago, as L+M Hospital celebrated its centennial, one of the bigger hypothetical questions many of us pondered was what would our future look like another hundred years from now, and would our hospital still be here caring for the region's patients?



R. Alan Hunter
Chairman

There is no crystal ball, and healthcare changes so fast, but I'd venture to say that L+M Healthcare's decision this summer to pursue a permanent affiliation with a world-class healthcare partner – Yale New Haven Health System (YNHHS) – is a strategic milestone likely to ensure that future generations will see an L+M Bicentennial.

The decision by L+M Healthcare leadership and its Board of Directors to seek a full, formal affiliation with YNHHS is nothing short of historic. It is a momentous chapter in the proud history of a venerable community organization, and the decision was not made without serious reflection and extensive due diligence on the part of the Board. Most, if not all, of our senior leaders and Board members would agree that this affiliation is a great opportunity for L+M Healthcare and our community.

First of all, as background, L+M already successfully partners with Yale-New Haven Hospital and with the Yale School of Medicine in a variety of specific clinical areas. Those include a 20-plus year relationship in radiation oncology; the region's only Newborn Intensive Care Unit; the region's only elective and emergency angioplasty programs; our growing Heart and Vascular Center, run in affiliation with the Yale-New Haven Hospital Heart and Vascular Center; our Telestroke program; our Pediatric Emergency Program; and our new Pediatric Hospitalist Service, which just started in October.

Going forward, under our proposed affiliation agreement, new programmatic synergies will bring Yale School of Medicine and Yale-New Haven Hospital-based specialists

to L+M and to Westerly Hospital so that our patients will have enhanced access to additional, locally available clinical expertise.

In addition, the deal, currently under review by state regulators, calls for the combined L+M Healthcare/YNHHS to invest \$300 million over five years in clinical services, including a major upgrade of our electronic medical record from our current McKesson platform to Epic, the consensus industry standard. This means that future patients will be able to go from L+M or Westerly Hospital to Yale – or the reverse – with their caregivers having uninterrupted access to complete, secure medical data, enabling seamless, real-time care in any part of our new, larger medical system.

An affiliation with YNHHS is also important for L+M because it has become increasingly evident that the massive forces of change occurring in healthcare – which include but are hardly limited to the Affordable Care Act – are likely to soon outstrip our ability as a small healthcare system to create the analytical tools and capabilities required for population health or to possess the scale required to be an effective participant in accountable care organizations (ACOs).

Our ongoing Clinical Sustainability Initiative (CSI) – a multi-pronged effort to reduce operating costs and increase revenues by up to \$65 million over three years – demonstrates an amazing level of teamwork, creativity, and determination by our staff, all aimed at getting L+M Healthcare back in the black. However, given the current trends in healthcare reimbursement, the need for greater access to capital to



Bruce Cummings
President and Chief Executive Officer



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meet our future infrastructure and clinical program needs, and the harmful effects of Connecticut's tax on hospital revenues, even with a successful CSI, L+M as a stand alone entity would drop back into negative territory within a year or two of CSI's completion.

To put it another way, the forces at play in healthcare are substantially greater than what we can overcome on our own. By joining the Yale New Haven Health System, the combination of investments that YNHHS is prepared to make in L+M and Westerly Hospitals, and the cost savings L+M Healthcare will realize as part of a much larger organization, indicate that L+M Healthcare will be able to show a positive operating margin well into the future.

YNHHS will help us handle healthcare reform by giving us capabilities we otherwise don't have, such as managing a specialized patient data warehouse, advanced analytics, a new electronic health record, sophisticated care management tools, and access to capital to modernize

our facilities and technology. YNHHS will help us participate in emerging new and complex accountable care arrangements, such as bundled payments for joint replacements, cancer care, and other specialized treatments. We need this help.

It's important to note, too, that YNHHS is excited about this affiliation as well. We are proud that L+M Healthcare has positioned itself so that we are an attractive addition to the Yale New Haven Health System, which also includes Yale-New Haven Hospital, Bridgeport Hospital, Greenwich Hospital and the 600-physician Northeast Medical Group.

If all goes well with the regulatory process, we hope that this affiliation will be finalized by next summer.

The first 100 years of L+M were filled with incredible milestones, most recently the formation in 2009 and subsequent growth of the L+M Medical Group, the acquisition of Westerly Hospital in June 2013, the opening of a new Cancer Center in Waterford in October 2013 and the renovation and opening of a new medical

office building in New London for the L+M Medical Group in May 2014. Now we are on the verge of another major milestone: a relationship with one of the world's most admired health organizations to help us continue and advance our mission.

And our mission will continue. Our name will continue. Our front-line staff – skilled, dedicated and compassionate individuals who care each day for friends, neighbors and family – will continue.

What will change will be our long-term outlook. It will be brighter, more secure, and filled with greater potential. Our patients will have the comfort in knowing that their community hospitals in New London and Westerly are here for the long haul, innovating and evolving as necessary to continue, as always, to improve the health of the region.

R. Alan Hunter
Chairman

Bruce D. Cummings
President and CEO

Navigating an Industry of Change



Seth Van Essendelft
Chief Financial Officer

I started my address last year by thanking this community for their warm welcome and expressing my commitment to help L+M Healthcare navigate the fast-changing healthcare landscape. This year, I have to admit, I had no idea how quickly and dramatically this would proceed!

It has been a tumultuous year in healthcare across the nation, and even more so in Connecticut. We have seen numerous mergers and affiliations and, as you know, L+M announced this summer its own plans to affiliate with Yale New Haven Health System (YNHHS). The need for this affiliation is best explained by looking back at the complexities of our previous fiscal year.

L+M, like other small integrated health systems, has been trying to meet unprecedented financial challenges in ways that often seem counter-intuitive. That is, simultaneously improving clinical outcomes, patient satisfaction and transforming the care delivery model while at the same time lowering overall costs. Accomplishing this requires bolstering ambulatory care offerings, better coordinating care across various settings and increasingly shifting care to lower-cost outpatient settings. In the short term, however, this is a significant challenge, especially for smaller non-profit community-based health systems.

Re-inventing the way we serve patients requires significant investments in tools, skills and capabilities. We, like many others, are in the proverbial “Catch 22”—requiring more investment in equipment, capabilities, scale and ambulatory services, while at the same time coping with reduced hospital inpatient volume and its associated reimbursement. These competing forces require a delicate balance, and they are driving many smaller hospitals and health systems to affiliate or merge with larger systems.

Additionally, the Medicaid program in Connecticut is broken. Reimbursement on a volume and acuity adjusted basis has decreased dramatically over the past three years. The net impact of the hospital tax was over \$9 million this past year. This was made worse recently by Connecticut’s unplanned and unannounced default on their first quarter payment of over \$2.2 million, and plans to increase the net impact to \$18 million in FY16. Furthermore, in addition to the already insufficient payment rates for services provided, Connecticut has also significantly increased Medicaid audit demands, which requires more resources and costs for hospitals to resolve. These funding reductions are devastating to L+M and significantly erode our economic stability. Connecticut now ranks last in the United States in terms of Medicaid payment rates to hospitals. We will continue to pursue equitable and fair reimbursement for services, and ask for your support in bringing greater awareness to these challenges with our local and state officials.

L+M Healthcare’s operating loss for the past fiscal year was approximately 2.3 percent, approximately 1.1 percent lower than we had outlined in our budget this year, with half of that gap created by the state’s recent matching reimbursement default. Other challenges to our operating performance were driven primarily by lower volume, especially for inpatient services in part due to the shift toward outpatient services with lower reimbursement, higher physician group expenses,

Discharges	FY2015	FY2014	FY2013
L+M Hospital	14,076	14,153	14,297
Westerly Hospital	2,924	2,939	2,869
Emergency Room Visits	FY2015	FY2014	FY2013
L+M Hospital	87,190	86,353	88,813
Westerly Hospital	20,747	21,420	22,122
Patient Visits	FY2015	FY2014	FY2013
L+M Medical Group	289,231	305,868	251,516
VNASC	93,753	94,960	91,800

and costs for specialty drugs, supplies and consulting services.

On a positive note, these challenges were partially offset by the efforts of our staff to find cost savings and increase revenues through our Clinical Sustainability Initiative (CSI). We are pleased to report that we exceeded the first-year CSI improvement targets, growing top-line operating revenues by over 1 percent, reducing costs by over 3 percent, and improving average length of stay by almost 7 percent at L+M Hospital. We also experienced strong philanthropic contributions and operating performance at the Visiting Nurse Association of Southeast Connecticut (VNASC) and L+M Hospital.

The economic pressures impacting our operating margin are multifaceted. We have to continue to attract and retain a workforce with the skills necessary to succeed in this new environment. Technology is critically important, with the need to integrate care across the continuum and interface with other services internal and external to our system. Our equipment and facilities require ongoing upgrades to stay relevant to our times, and competitive with market developments. We are working hard on all fronts to stay strong, and yet, last year's operating performance remains well shy of our long term earnings goals of a three percent margin. Despite many successes, the shifting market and drastic cuts in Medicaid reimbursement continue to present significant challenges.

All these factors ultimately led to the decision by L+M Healthcare to pursue affiliation with YNHHS. Our teams worked exceptionally well together in completing due diligence and achieving a definitive agreement between our organizations. We have since successfully completed Federal Trade Commission review, and filed for state approval in both Connecticut and Rhode Island. We are hopeful for a timely review and approval to proceed by summer.

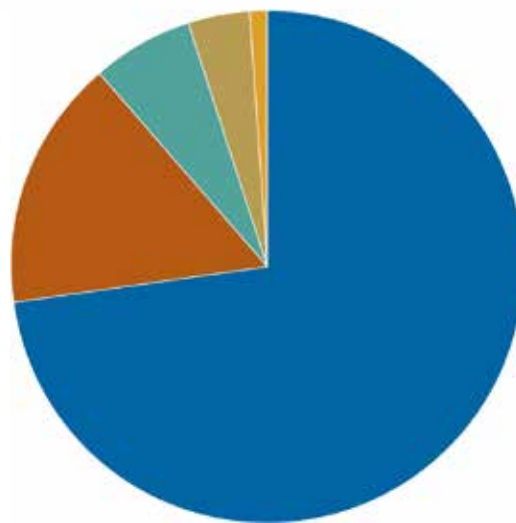
As we look forward, our affiliation with YNHHS offers many opportunities, including greater quality outcomes, access, efficiencies and critically needed capital and clinical investments. As we await affiliation approval, we are forging ahead with "EPIC Connect," an information technology system which will allow L+M to replace its aging claim system and begin realizing improvements in technology, connectivity and integration.

Overall, we've faced a very challenging year, yet we continue to make solid progress. We remain excited about the path ahead, and committed to our principles of providing excellent care to our patients and their families, close to home.

— Seth Van Essendelft

L+M Healthcare

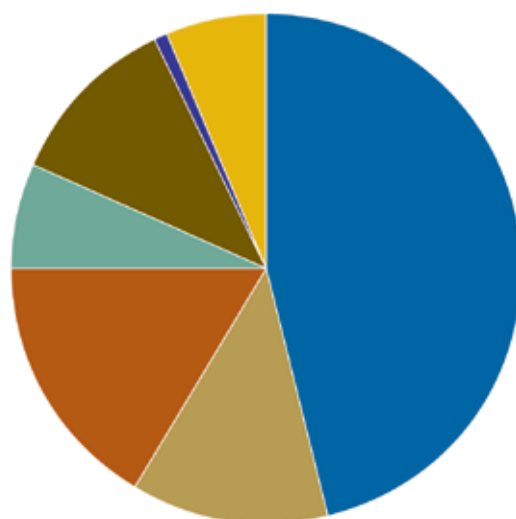
System Revenue (in millions)



■	L+M Hospital	335.1
■	Westerly Hospital	72.8
■	L+M Medical Group	30.2
■	VNASC	17.1
■	Corporation	5.0
	Total Revenue:	460.2

L+M Healthcare

System Expenses



■	Salaries	46.3%
■	Benefits	12.5%
■	Supplies	16.2%
■	Purchased Services	6.7%
■	Other	11.3%
■	Interest	0.8%
■	Depreciation	6.2%

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Walking the Walk

He lost 101 pounds in a year, and this past September, when Shawn Hysong of Gales Ferry walked in the Heart Walk at Rocky Neck State Park, it was exactly one year from the day of his heart attack and the life-saving care he received at L+M Hospital.

The 48-year-old Hysong, who once weighed 326 pounds, used his near-death experience – and the follow-up care and education he received from L+M's Cardiac Rehabilitation Program – as motivation to launch a new and healthier lifestyle.

"When I heard the Heart Walk was on September 27, I just felt a tingle," he said. "That was the day it all happened, and I just knew I had to walk."

It was September 27, 2014, when Hysong, working in the yard with his son, shoveling loam, first felt the perplexing signs of an impending heart attack. "I started to feel a little out of breath and a little dizzy," he recalled. "There were no chest pains or tightness, but it was something I couldn't figure out."

Hysong and his son put the tools away, and he took a hot shower, but later, talking with his wife, Hysong still didn't feel right. Hysong's wife, Felice Hysong, who works in the business office for the L+M Medical Group, didn't like what she was hearing from her husband. She took action.

"I tried to convince her to drive me to the hospital, but she wanted to make sure I was safe, so she called for the ambulance," Shawn said.

That decision may have saved Hysong's life, for soon after arriving at the L+M Emergency Department, with his wife and son at his bedside, Hysong went into full cardiac arrest.

"My heart stopped," he said. "I had this panic like you feel when you're about



The L+M Cardiac Rehabilitation Team that helped Shawn Hysong recover and improve his health following a heart attack included, from left to right, Harriet Stiles, RN, and Mark Esposito and Julie Oakley, both exercise physiologists.

to go over the top of the rollercoaster and then, suddenly, I was in a really dark place, void of light, and I thought to myself, I must have fallen asleep."

The next major sensation Hysong experienced was something he compares to bursting out from under water after holding your breath as long as possible. Suddenly there was light, noise, sensation. Hysong had returned to life after being paddled and shocked with a defibrillator, restoring his beating heart.

But the emergency team at L+M was not finished. Hysong was still having a heart attack, and L+M staff transported

Hysong to the Cardiac Catheterization Lab, where Dr. Joseph Brennan, a Yale interventional cardiologist, performed emergency angioplasty, removing a blockage in one of Hysong's arteries. The procedure ended Hysong's heart attack – and jump-started his new life.

As he began recovery, Hysong's local cardiologist, Dr. Roshanak Bagheri, enrolled him in L+M's Cardiac Rehabilitation Program, where he was guided in key ways to safely build strength, but also educated on lifestyle changes, particularly diet and exercise.

"They gave me the comfort and confi-

"When I started seeing the weight coming off, while I was in the rehab program, I said, you know what? This is awesome. I like awesome."

dence to know that my body was OK and that I could feel comfortable doing more exercise," Hysong said. "When I started seeing the weight coming off, while I was in the rehab program, I said, you know what? This is awesome. I like awesome."

That's when he set for himself the challenge of a lifetime: "I was 326 pounds when I had the heart attack, and I told my wife, I'm going to do this. I'm going all the way to 225, which was my weight when I graduated college."

Hysong said he effectively banned cholesterol from his diet, to protect his heart, and, began to truly understand calories, portion size and the importance of slow, continuous progress – lessons taught by Harriet Stiles, RN; Mark Esposito and Julie Oakley, exercise physiologists, all part of L+M's Cardiac Rehabilitation Program.

"Shawn was an outstanding patient and a great person to work with," Esposito recalls. "He always wanted to do the right thing to help improve his health and fitness, and that was an inspiration to us. It's what makes our job rewarding."

Back at work, Hysong joined the gym at Electric Boat, continuing to reach new thresholds. "I laugh when people ask how I did it because it's what our doctors always tell us," Hysong said. "It's diet and exercise."

Hysong said he hopes his story will inspire others. "People should know that you can do it," he said. "You can embrace the information and the lifestyle changes and you can do new things."

To those who need motivation short of surviving a heart attack, Hysong says losing weight, pound by pound, becomes its own form of motivation. "Any slight changes people can make to start the process will help, because once you get going, at least for me, I wanted to continue," he said. "Before you know it, the exercise becomes enjoyable and your improved health becomes a passion."



Fruits and vegetables are now a regular part of Shawn Hysong's diet. Hysong recently lost more than 100 pounds after suffering a heart attack in 2014.

Another Successful Year

The past year has been far from uneventful for the Auxiliary of Lawrence + Memorial Hospital. Fresh on the heels of marking our 100th anniversary, the Auxiliary's celebratory spirit resounded through the rest of 2014 and into 2015, with events and fundraisers that catapulted our support of L+M Hospital.

In November 2014, we sat alongside over 1,000 women from our community and beyond to heed the advice of superstar financial advisor Suze Orman at the Well Healed Woman – L+M Hospital's annual women's conference that the Auxiliary is proud to co-host. Suze filled the Mohegan Sun's ballroom and was generous with both her time and her advice.

In early December, we enjoyed a new time-honored tradition – a holiday party at the festively decorated home of Bill and Brenda Kramer in Waterford. There isn't a more appropriate place for a holiday get-together in southeastern Connecticut, and Brenda and Bill are the perfect hosts for this event.

The Auxiliary then marked the start of 2015 with plenty of events to warm up an otherwise miserable winter, and we persevered in spite of the snow and winter weather. Our Valentine Dance at Ocean Beach Park is always well-attend-

ed and was again last winter. Our bingo night and sock hop took the edge off of any cabin fever and led up to one of our favorite events – Tea at the Ocean House in Watch Hill, RI, in April.

But as any Auxilian will tell you, we're more than a fun get-together or event. The Auxiliary hosts its many events for a reason: to keep and attract new members, and to raise money for L+M Hospital's many programs and services. Our mission is to support L+M Hospital's mission of improving the health of the community. So the money we raise goes right back into our community hospital. In fact, this past year, the Auxiliary donated over \$71,000 to L+M Hospital. We completed our pledge to the Capital Campaign by donating \$50,000 to the Hospital's Cancer Center, and we also supported the breast health center, psychiatry, the child life department, respite care for the homeless, the acute stroke program and taxi vouchers so that cancer patients can make their way home after treatment. We also donated to volunteer services' programs such as the magazine cart, the sewing group, the gentle touch program and the beverage cart.

We may like having fun, but we do it with an important purpose in mind.

As I end my term as Auxiliary presi-



Katherine Nahas

dent, I would like to thank everyone for making the last three years so enjoyable for me. Thank you for supporting and working on behalf of the Auxiliary. Ultimately, that is what this is all about – continuing the legacy started by Nanine Lawrence Pond over 100 years ago. I feel so privileged, honored and humbled to have been a small part of the history of the Auxiliary of Lawrence + Memorial Hospital.

Over the past three years, I have worked with an amazing board of directors who care about the Auxiliary so much. They contribute their time and resources to any endeavor we decide to pursue, because they believe in our mission.

I wish the new President and Board of Directors well as they begin their terms and continue the traditions and vision Nanine Lawrence Pond started over 100 years ago.

– Katherine Nahas



LM | **AUXILIARY**
OF LAWRENCE + MEMORIAL HOSPITAL

From left, Kate Rotella, Christine Hammond, Cindy Allen, Carol Hunter and Gay Clarkson enjoy each other's company at the annual Tea held at the Ocean House.

LAWRENCE + MEMORIAL HOSPITAL

ACTIVE VOLUNTEERS

October 1, 2014, to September 30, 2015

Cameron Ackley	Michelle Cavaros	With dog Zora	Richard Jordan	Akash Mishra	Mervat Salha	Jodi Weiss
Jane Adams	Catherine Cave	Jane Fox	Sumeet Kadian	Amber Monteith	Alexander Sanchez	Cecelia Whelan
With dog Sherlock	Joanne Chen	Thomas Fox	Shashwat Kala	Paulette Moretti	Patricia Sanders	William Whelan Jr.
Clifford Aguele	Melissa Chen	Ellen Fratus	Elisabeth Karotkin	Ruth Morgan	Aries Santiago	Jeanne Wilkinson
Cynthia Allen	Rensa Chen	Elliot Friedstein	Julia Keating	Theresa Morgan	Peggy Schepp	David Williams
Emma Anderson	Hannah Chmura	Azariah Fuller	Sidra Khatri	Pamela Mormino	Carol Schiller	Maureen Wood
Bethany Arabic	Mary Christina	Emily Fulton	Carl Kimmons	Nexhat Mucka	Lucine Schiller	Victoria Yale
Michael Arabic	Kristen Church	Susanna Fusconi	Ann Koletsky	Virginia Mullady	John Schloss	Catherine Yao
Eduardo Araujo	Andrea Clark	Elizabeth Garvie	Betty Kulterman	Sylvester Murano	Catherine Schneider	Susan York
Sandra Ash	Carmel Cleary	Helen Gendron	Daniel Kupisz	Sophia Murphy	Myrna Schwartz	Frances Yu
James Assif	Carmel Cleary	Diane Genova	Amrita Lall	Jaclyn Nann	Marcy Schweizer	Cheryl Zamzes
Elaine Atad	Paula Clifford-Scott	Catherine Gibson	Louise Lavoie	Nawshaba Nawreen	Andrea Scott	Ronald
Sethulakshmi Babu	Bobbie Collins	Maggie Gilbert	Joel Lee	Thomas Nebel	Daniel Shea	Zegarra-Quijada
Julie Bagley	Patricia Colonis	Lisa Gillern	Angela Liang	Elizabeth Newton	Phyllis Shepard	Terrance Zhang
Jennifer Barnes	Michael Concasia	Elizabeth Gilmore	Susan Lindberg	Rosemary O'Brien	Carol Shepherd	Jennifer Zheng
Christina Barry	Christopher	Constance Giordano	Michelle Linicus	Bud O'Connor	Jean Silverstein	
Audrey Bartelt	Connaughty	Francis Gleason	Dennis Lisee	Katie O'Neil	Peter Simoncini	† Deceased
Jean Baur	Maria Corazzelli	Pedro Gonzales	Marcus Lovell	Sharon O'Neil	Patricia Simpson	
With dog Bella	Samantha Coulombe	Barbara Goodwin	Alison Lowe	Barbara O'Neill	Susan Slusarz	
Elizabeth Beals	Teresa Covill	Mary Gorton	Jennifer Lynch	Kiara Oehler	Eunice Smith	
Armand Beaudette	Laurel Criscione	Leanne Grafmuller	Allan Mac Innis	Carolyn Olsen	Linda Smith	
Betty Beaudette	Jeanne Crowley	Eunice Greenberg	Virginia Mackey	Lucille Olson	Mary Ellen Smith	
With dog Cody	John Crowley	Lisa Griffith	Marilyn Manchester	Roberta Parenteau	Kathryn Smolen	
Laurel Beaulieu	Joyce Daubar	Marcela Grillo	Shelley Mancini	Karen Parke	Judith Snayd	
Troy Beers	Stefanie Davis	Jawal Hage	Debra Marino	Sara Peck	Anne Speranza	
Vincentia Belbruno	Michael de los Reyes	Charissa Hammond	Janet Marsh	Fulvia Perry	Gloria Stanley	
Thomas Bennett	Anna Deligeorges	Harold Hanka	Brook Martell	Alma Peterson	Brian Steady	
Stephanie Bergado	Debra Dempsey	With dog Ruffus	Kathleen Martin	Eleanor Peterson	Joseph Stefano	
Berny Bernadeau	Barbara Deslandes	Rose Harman	Robert Martingano	Mary Jane Peterson	Lois Steinman	
Kathrine Bishop	Carol DiMaggio	Amy	Kayla Mathiowetz	Myra Pfisterer	Rose Anne Strazzo	
With dogs Boo & Ren	Zenaida Dio	Harptmannbaker	Effie McCarthy	Louis Phelmetto Jr.	Jean Sugrue	
Linda Bitar	Tessa Dipallina	With dog Chubaka	Grace McCarthy	Nadine Pica	Edith Sullivan	
Mary Ann Blank	Tyler Doescher	Christopher Harris	Lynda McCarthy	Carol Pollack	Mary Sullivan	
Kathleen Bottaro	Eileen Dolan	Salem Harry	Sheila McCarthy	Gloria Pontious	Patricia Sullivan	
Raymond Bousquet	Patricia (Lord) Doran	Valerie Hazlin	Shauna McClenny	Lillian Post	Gay Suplicki	
Virginia Bousquet	Matthew Doroski	Maj-Britt Hellsund	Dorothy McCutcheon	Margaret Pothier	Verna Swann	
Wanda Bradshaw +	Ramona Dowd	Paul Helvig	Donna McDonough	Janie Pressley	Alex Tamundong	
Fehme Braish	Frank Dunn	Michael Hennessy	Sheila McGann	Sara Proctor	Doris Taylor	
Barbara Brasky	Debra Eddy	Maeve Hickey	Mary McGuinness	Marian Pronsky	Jerry Theiler	
Marisa Bryant	Pamela Edson	Susan Hoben	Marion McKenzie	Mindy Prouty	Brian Thiel	
Linda Buchsbaum	Diane Enders	Grace Hobin	Ellen McMahon	Doreen Quintin	Dawn Tippet	
Sarah Bunting	Carrie Ermler	Donna Houk	Qameron	Sangita Rai	Melissa Tolmie	
Deborah Burgess	Mauricio Escalante	Andrew Houle	Mendez-Neff	Kelly Redden	Lorraine Turnquist	
With dog Shelby	Jillian Evans-Ziegler	Emily-Mae Howard	Carla Menezes	Deepa Reddy	James Vallario	
Richard Butler	Regina Ewing	Carol Hunter	Ashwin Menon	Lora Reisfeld	Gretchen VanderLyke	
Sandra Calabro	Drucilla Farquhar	Rowena James	Dennis Mercieri	Lydia Reyes	Salvinu Vella	
Alexandra Capasso	Elizabeth Farrugia	Jean Jelly	Lucy Meseha	Barbara Reynolds	Donna Vendetto	
Diane Carberry	Barbara Feeney	Linda B. Jenkins	Susan Mickus	Angie Robinson	Linda Vilcheck	
Joan Carew	Joseph Feeney	Jean Jerbert	Joann Millenson	Heather Roche	Amar Viswanathan	
Richard Carroll	Richard Feil	Anne Jerome	Robert Millham	Kelly Rockwell	Susan Voelker	
Mary Beth Carta	Torrey Fenton	Debra Johnson	With dogs Fiona & Kolbe	Jasmin Rodriguez	Wendy Wachter	
Chris Casella	Kimberly Fischburg	Emily Johnson	Summer Mills	Jean Rogers	Kathleen Wainwright	
Angie Castiblanco	Alice Fitzpatrick	Ronald Johnson	Judy Miner	Lisa Rolfe	Claire Walsh	
Dorrit Castle	Ann Fogarty	Susan Johnson	Peter Minugh	Carolyn Russo	Phyllis Walsh	
With dog Monty	Kelly Ford	Rita Jolly		Nancy Ryan	Beverly Washington	

The Last Leg of the Journey

Two years after announcing the public phase of the Centennial Capital Campaign, we are now on the final leg of the journey. Our campaign, which has occupied the energies of many volunteers since the silent phase began in 2009, is finally within reach of its historic goal.

Never before has the hospital entered into such an aggressive philanthropic effort – and yet what more compelling reason is there to raise funds than to underwrite the design and construction of our 47,000-square-foot Cancer Center in Waterford, which just celebrated its second full year of operation.

Our \$30 million campaign goal seemed at first to be a daunting task, if not a pipe dream. The challenge was even more difficult because of the hard times we faced nationwide, statewide and locally. We have weathered the worse economic downturn in this country since the Great Depression.

And yet, our donors have come forward – and continue to come forward – to support this cause. At the moment, we are inching toward the \$26.5 million mark, which means we're just \$3.5 million away from our goal. It's a big "just," and we realize there is still a lot of work to be done.

Our intention is to finish the campaign – successfully – by December 31, 2016. We will count pledges right up to the final day. But please, if you're serious about helping the campaign, we'd really love to hear from you now! To reiterate, pledges to the campaign can be one-time gifts, or more typically, multi-year pledges. Most donors elect the five-year plan, although some have made pledge commitments that they complete in three or four years. The payment schedule is something we are happy to arrange with our supporters. The first step is to support.

This year has seen many new pledges, and we are just starting to produce recognition plaques for those campaign donors whose gift level makes them eligible to



From left, Dr. Jay Allen, Chair, Development and Community Relations Committee; Bill Stanley, Vice President for Development and Community Relations; Naomi Rachleff, Vice Chair, Development and Community Relations Committee; Dan Brannegan, Chair, Centennial Capital Campaign Steering Committee.

select a naming opportunity either inside the facility or outside in the beautiful Falcone Healing Garden. The dedication of this extraordinarily beautiful space was a definite highlight of the past year.

On October 2, 2014, more than 200 people gathered to dedicate the Healing Garden, made possible through a most generous gift from Jim and Linda Falcone of Groton Long Point. Since their family has been touched by cancer, Jim and Linda know personally what it means to go through extensive cancer treatment. And they know that having a place where patients, family members and staff can go to "get away" for a short while from their situation can mean the difference between gaining hope and strength or falling into hopelessness and even despair.

In the garden's first year, we've enjoyed fabulous color and a nice variety of plantings. We've also learned some lessons about what survives our New England weather extremes and what doesn't. Yet one thing is certain. Every single person who has toured the garden, or looked at it from the second floor windows where the chemotherapy infusion bays are located, has been moved in some way by its beauty. The secluded Mountain Laurel Nature

Path, which winds in a loop right through the woods, is a special area for quiet meditation. Jim and Linda Falcone deserve our heartfelt thanks for making possible such an enhancement to our cancer program.

In spite of this good news, we have suffered in some of our programs from the hard economic times. The Annual Appeal was flat this year, resulting in a few thousand dollars less than last year. However, we saw a 7% increase in the number of donors to the Appeal. It would appear that some of our donors whom we lost during fiscal year 2014 returned to us during fiscal year 2015, but the level of giving has not increased. Basically, we have more donors making smaller gifts. We're grateful that our supporters are coming back and we will work to regain their confidence, hopefully resulting in a rebound in the value of their commitment.

The LAMBS, heading into its 56th year, is also showing some troublesome signs. We've lost members because of non-payment of dues, and we also are finding that more than a few members need extra nudging to renew their support. The LAMBS parties, long a mainstay of the social life of the hospital, have seen a decline in attendance. This coming year, the Board

of the LAMBS will evaluate how best to meet the expectations of the membership and provide fun events that help enhance the enjoyment of being a part of this organization that does so much for L+M.

Probably the biggest news this past year comes from the planned giving arena. Although planned gifts involve planning on the part of the donor, the hospital has no influence on the timing of these sometimes extremely generous estate gifts. That said, 2015 was definitely the “year of planned giving” for L+M. Through the generosity of the late Jim and Marje Smith, the hospital is receiving a bequest totaling \$5 million. Most of this wonderful gift is already in hand, with the remainder to come during the current fiscal year. The gift results from trust distributions, as well as an outright bequest.

What’s remarkable in the Smith’s story is that their involvement with L+M began many decades ago, in 1960, with a single membership in LAMBS. Through the succeeding years, they gave more and volunteered more, drawing closer to L+M and finding in its mission something that made them want to create deep roots.

“Thank you” seems hardly adequate to express our gratitude for all that Jim and Marje have done for L+M. This past spring, we held a special ceremony involving many of their family members to celebrate this wonderful gift formally.

We also staged our standard pair of fundraising events this past year – our annual Golf Classic at Fishers Island, played for the second year in a row in less than ideal weather conditions and yet netting approximately \$100,000, and the annual Spring Gala, held at Fox Tower with about 900 supporters and netting \$150,000.

Our team of dedicated volunteers is the reason we’re able to do all that we do and we sincerely thank Jay Allen, DMD, chair of the Development Committee; Dan Brannegan, chair of the Centennial Capital Campaign; Director Emeritus Naomi Rachleff; Ed Cramer, Chair of Annual Giving; Simone Gladstone, Chair of Planned Giving; and Carol Patterson, outgoing LAMBS President. We look forward to working with Christine Crawford, incoming LAMBS President, over the next two years. Our partners in the Auxiliary

also deserve our sincere thanks, especially Kathy Nahas for having completed three years as President. We welcome Karen Neilan as incoming President and look forward to continuing the great relationship between the Auxiliary and our office for the benefit of the hospital.

Our team of hard-working professionals in the office keep things humming and they cheerfully take on more tasks even when the schedule is already as tight as it can be. Director of Development Graham Gavert, Executive Assistant Mary-Anne Paulino and Systems Coordinator Andrea Lloyd comprise an outstanding development team that never seems to slow down. We thank them for advancing the mission of L+M.

And, finally, we thank our many supporters for all they continue to do to help us move forward not only in the Cancer Center Campaign, but in all our many programs. Best wishes for a happy and healthy holiday and for a fruitful new year.

~ Bill Stanley

LAWRENCE + MEMORIAL HOSPITAL

2015 DEVELOPMENT COMMITTEES

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Simone Gladstone
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Carol Patterson
Carol Ridgway
Ross Sanfilippo, DMD

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Millie Devine
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Karen Neilan, *President-Elect*
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L+M STAFF

Bill Stanley
Graham Gavert
Andrea Lloyd
Mary-Anne Paulino

†Deceased

LAWRENCE + MEMORIAL HOSPITAL

GIVING SOCIETIES 2015

October 1, 2014, to September 30, 2015



Marguerite and Jim Mitchell are regular attendees at our annual Major Donors Reception.

Anonymous (1)
The Anderson-Paffard Foundation, Inc.
The Antonino Auto Group
Mr. & Mrs. John R. Antonino
Benjamin A. Armstrong Trust
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A/Z Corporation
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The LAMBS (Lawrence + Memorial Benefactors Society)
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Lawrence + Memorial Wound & Hyperbaric Center Staff Appreciation Fund
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GIFTS OF \$2,500 OR MORE

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GIFTS OF \$1,000 OR MORE

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Mr. & Mrs. Kelly A. Anthony
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George Bisson Memorial Fund
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Mr. David L. Blakely
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Mr. & Mrs. David M. Brown
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Connecticut Hospital Association
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Group, LLC
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Mr. & Mrs. Ronald H. Oliver
On The Waterfront
Oyster Club
The Honorable Thomas F. Parker
Mr. & Mrs. J. G. Parsons
Mr. & Mrs. Joseph L. Parsons
Mr. & Mrs. Norman B. Peck, Jr.
People's United Bank
LtCol & Mrs. Stephen Percy,
USMC (Ret.)
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Volunteer Program
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Mr. & Mrs. Scott Wolfe
Yale New Haven Health System

† Deceased

LAWRENCE + MEMORIAL HOSPITAL

ANNUAL APPEAL + OTHER GIFTS

October 1, 2014, to September 30, 2015

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Members of the Bindra family attend the inaugural lecture in the Jasjit S. Bindra Memorial Cancer Lecture Series, held this past September. From left, Dr. Richard Hellman, Cancer Center Medical Director; Dr. Ranjit Bindra; Ratna Bindra; Ranja Bindra; Dr. Wasif Saif (keynote speaker); and Vinita Dhingra.

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Students from Clark Lane Middle School in Waterford held a fundraiser to benefit the Patient Assistance Fund at the L+M Cancer Center. Cathy McCarthy, social worker at the Cancer Center, left, accepted a check of \$1,800 from students and staff. Student Olivia Pitasi, second from left, organized the effort.

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Guests enjoy the annual fall LAMBS party, held this year at the Mystic Arts Center. From left, Tim Londregan, Saihuan Zeng, Dr. Honghui Feng and Seth and Barbra Van Essendelft.

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Financial guru Suze Orman was the keynote speaker at the 2014 Well Healed Woman Conference. More than 1,000 women filled the Uncas Ballroom at Mohegan Sun for her talk. Here, Orman poses with women from Pfizer, the lead sponsor of the event.

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Moms and their babies take part in an annual walk around the L+M Hospital campus as part of World Breastfeeding Week. L+M is designated as a Baby-Friendly hospital by the World Health Organization.



During the holiday season, shoppers at Books-A-Million (BAM!) in Waterford could purchase an extra book (or more!) to be donated for pediatric patients at L+M Hospital. In total, 42 boxes of children's books, valued at more than \$19,000, were donated to L+M.

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Members of the Pain Resource Nurse Team research best practices and share their expertise with colleagues to improve pain management for patients. Pictured from left are, Maria Nichols, RN; Kristin Karasevicz, RN; Ryan Telford, RN; Randi Margolis, RN; and Sarah Watson, RN.



LAMBS President Carol Patterson, right, enjoys a recent party with Dr. Bruce Patterson, DMD, left, and Jim Epps, a member of the LAMBS board of directors.

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Barbara Naillis, right, manager of the Chemistry Lab at L+M Hospital, joins Jodi Williams, a medical technologist, alongside the Lab's new automated line for testing blood samples. Purchased as part of L+M's Clinical Sustainability Initiative, the new equipment is expected to save the hospital at least \$2 million in coming years.

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From left, Brenda Hodge, RN; Lyn Cusanello, value analysis coordinator; Dr. Patrick Doherty, neurosurgeon; and Nina Dunford, RN, celebrate an estimated savings in the operating room of more than \$150,000 annually as part of the hospital's Clinical Sustainability Initiative.

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October 1, 2014, to September 30, 2015

Memorial gifts are important ways for families and friends to pay tribute to those who have passed away. Their support for the hospital not only honors loved ones, but also helps Lawrence + Memorial continue its mission of providing the highest quality healthcare to our community. Listed here are individuals in whose memory gifts were made between October 1, 2014, and September 30, 2015.

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Keelan Breen Budds
Auddie Lynne Buttermore
Robert E. Caron

Fortunata Cecilia Clayton
June Miriam Counsellor
Diana R. Cramer
Robert Cole
"Bob" Cummings
Francis R. Danaher
William M. "Bill"
DeMatteo Sr.
Anita "Ann" den Tex
Capt.
Gordon A. Dickens, Sr.
Nancy Lorene Dirlam
Katrina Dolishny

Ruth Marsha Doukas
Sally Edmonstone
Charles D. Fellows
Carol A. Fisher
Errol Flynn
Shirley Eleanor Folbrecht
Gloria C. Gavert
Dr. Edward Gipstein
Judith Glassenberg
Victor Grasso
Breila Stefanie Hall
Robert I. Hayford
Edith J. "Edy" Hecht

Barbara T. Irvine
Mary Sheridan Johnson
Connie Jane Kalajainen
Carmelina Como Kanzler
Michael Eugene Kelley, Sr.
Joyce Lillian Kelly
Donna Marie Kenyon
Richard Haller Kerr
Ruth Savage
Becker-Kirsch
Richard Johnson
"Dickie" Lancaster, Jr.
Janet Lanphear

Jenny Dunn Lassen
Dr. Joseph
"Gregor" Levanto
David Patrick Lynch, Sr.
Aniela G. Maciolek
Damiano "Danny" Maiolo
Mary Mali
Rosalind Minerva Mallove
Helen Marie Maloney
Amy Chase McMahon
Peggy Messer
E. Roland Noel
Noreen Therese O'Leary
Robert W. Offen
Bennett H. Pearl
George A. Peteros
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Foley Romani
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Henrietta V. Spader
Isabel A. Spaziani
Sarah Ellen Sprafke
Lorraine Stephens
Marie Frances Stubbs
Judith Suplicki
William Harrison Swift
Donat "Don" H. Sylvestre
Asa Vann
Michael J. Vara
Dr. Robert C. Weller, Jr.
Janet Welsh
Patricia M. Whipple
Carrie Winter-Stadnick
Sandra B. Woodward

LAWRENCE + MEMORIAL HOSPITAL

HONORARY GIFTS

October 1, 2014, to September 30, 2015

Lawrence + Memorial Hospital often receives gifts in honor of a loved one, either to commemorate a special birthday or anniversary, to celebrate a milestone event or even to send wishes for good health. We appreciate the thoughtfulness of those who made honorary tributes to the individuals listed here between October 1, 2014, and September 30, 2015.

Josephine Claire Back
Mr. & Mrs. AP Barrows
Dean Bowen, RN
Jane & Dan Brannegan
Douglas J. Dole,
Paramedic

Julie Fetzer, RN
Prentis M. Grimes
Dawn Hazler
Jay Silver
Staff at the Lawrence +
Memorial Cancer Center

Staff at the Lawrence +
Memorial Wound
+ Hyperbaric Center
STAR Program
Therapists at Pequot
Health Center



The Wadsworth Healing Garden at the main campus in New London features a brick walkway, with bricks available for \$100 each, ensuring continued maintenance of the garden for patients and visitors. Given by hospital employee Mary Wadsworth and her family in memory of Mary's husband George, the Healing Garden offers a peaceful spot right near the Hospital's front entrance where visitors can enjoy the water feature and sit on one of several benches enjoying the plantings and the sounds from nearby chimes.

Celebrate a special milestone in someone's life with a brick, or just offer an inspirational quote to comfort the patients we serve and their families when they visit the garden year-round. Brick orders are usually placed in the fall and spring.

Forms for bricks are available in the Office of Development.

Please call 860.442.0711, ext. 2240, for more information.



Marilyn and Bill Christopher



From left, Gordon Jackson, Wendy Wachter, Hanna Cushman and Mark Anchors



From left, Andrea Sullivan, Ed Cramer, Cathy Allen, Jenny Cramer and Dorothy Atkinson



Fred Caffarelli and Carol Aragon

Leave A Legacy

Now in its 17th year, the Lawrence Society enables donors to create a lasting legacy at L+M Hospital through prudent estate planning, either by naming the hospital to receive an outright bequest, establishing a trust or gift annuity agreement or designating the hospital to be the beneficiary of a life insurance or retirement plan. To learn more about planned giving options, contact Graham Gavert, director of development, or Bill Stanley, vice president of development and community relations, at 860.442.0711, ext. 2240 or 2659.

Honoring our members in the Lawrence Society for their forward-thinking philanthropy.

THE LAWRENCE SOCIETY

Anonymous (6)	Miss Mildred E. Devine	Mrs. Hildegard F. Lee	Mrs. Naomi C. Rachleff
Ms. Pamela Akins	Mr. Jay Dolcetti	Dr. Dorothy B. Leib	Mrs. Cecilia V. Rispoli
Dr. & Mrs. Jay Allen	Mrs. Josephine Esposito	Mr. Mark Levin	Mrs. Anne Scheibner
Vicki & Scott Anderson	Mr. John L. Finegan	Mr. Barry Levinson	Mrs. Ingeborg Scholz
Rod & Pamela Atkins	Sally B. Gaenzle	Mr. Joseph LoGioco	Mrs. Carole Marks Scott
Mrs. Dorothy Atkinson	Mr. Graham H. Gavert	Attorney Linda Mariani & Attorney David Neusner	Mr. & Mrs. Michael P. Shapiro
Neal & Jane Lassen Bobruff	Mrs. Barbara S. Gildersleeve	Mr. & Mrs. Ronald Metevier	Dr. & Mrs. David M. Snyderman
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Atty. Leeland Cole-Chu	Mr. Ed Hemstreet & Alyce Hemstreet, APRN	Karen L. Neilan	Ms. Andrea M. Sullivan
Mr. & Mrs. Bruce D. Cummings	Mrs. Theodore Hillhouse	Mr. & Mrs. Gerald L. Newton	Mr. Martin J. Sullivan
Mrs. Hanna Cushman	Janet Lee Hinkle	Carol Gilbert Patterson	Mr. & Mrs. Myron Tobias
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IN MEMORIAM

Mrs. Josephine Allen	Mr. & Mrs. Karel den Tex	Ms. Patricia Pfister	Mr. Edward Trudelle &
Mr. Robert E. Anderson	Mrs. Nancy Dirlam	Marie Walker Plant	Mr. Gordon Miller
Mr. William G. Atkinson	Dr. Beverly A. Foss	Mr. Edwin Rachleff	Mrs. Laverne Ward
Mr. Walter V. Baker	Mr. Alfred H. Gildersleeve	Mr. & Mrs. Robert S. Rutman	Mrs. Alice Washton
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Miss Helen Louise Brogan	Mrs. Ruth S. Kirsch	Mr. & Mrs. Raphael Shafner	Dr. Joseph Wool
Mr. Kenneth G. Chapman	Mr. Chester W. Kitchings	Mr. Robert F. Shannon	Mr. John F. Wright
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Mr. & Mrs. Charles Curtin	Mr. & Mrs. George Letz	Dr. & Mrs. Hilliard Spitz	
Mr. A. Richard Cushman	Mrs. Marcelle Levine	Mr. Harry Sussman	
	Mrs. John B. McPherson		
	Dr. William J. Murray, Jr.		

A Place of Hope, A Place of Healing



Jim and Linda Falcone

When Jim and Linda Falcone first committed \$500,000 to the L+M Cancer Center for creation of a magnificent therapeutic healing garden, they dreamed it would someday serve as a place of comfort, peace and inspiration for patients and families struggling to beat a deadly disease.

Happily, their dreams have been fulfilled.

Dedicated in a formal ceremony just over a year ago, the Falcone Healing Garden has established itself as a spiritual touchstone and a symbol of hope for so many who visit the center.

Whether it's a doctor or a nurse taking a stroll after a busy day, a family member relaxing while a loved one goes through chemotherapy, or a patient taking strength from the sun's warming light, the space is touching lives in countless positive ways.

An inspiring example of the healing garden's appeal occurred this past fall, when an L+M patient and her husband, Sally O'Rourke Lincoln and Bill Lincoln of Uncasville, chose the space to renew their wedding vows, celebrating their love and giving thanks for surviving adversity together.

"We had patients and staff watching us out the windows," Bill recalls of the ceremony, held on September 17, the day of their 10th wedding anniversary. "It was great."

The Lincolns considered other places to renew their vows, but decided on the healing garden because of its significance for people struggling to overcome health challenges. During their decade together, Bill and Sally faced a number of challenges. Most notably, Bill was severely injured and nearly killed in an accident involving a falling tree. More recently, Sally received care at the L+M Cancer Center following a scare from a cancerous tumor discovered during a routine colonoscopy.

"I was waiting to see my doctor one day and was looking out at the garden," Sally recalls. "We'd been talking about renewing our vows, and I just thought to myself, this is it! We could have celebrated on a beach or in a park, but the healing garden held more significance than anywhere else."

When Sally asked L+M if it would be okay to hold a ceremony in the garden, staff put in a call in to the Falcones, to see what they thought. "We were



Bill Lincoln and Sally O'Rourke Lincoln

thrilled," says Linda Falcone. "We loved the idea. We only had one stipulation: although we had been invited to join them, we wanted to see pictures, because we were going to be out of town that day and couldn't attend in person."

The Falcones made their gift of the healing garden to L+M for many personal reasons, including the direct impact of cancer on their family. Their son, Jayson, lost his battle with cancer, and Linda is a survivor who faced many difficult days.

The Groton Long Point couple was in a position to make such an extraordinary gift thanks to Jim's successful career in business, which includes growing a chain of Ace Hardware outlets that

Dedicated in a formal ceremony just over a year ago, the Falcone Healing Garden has established itself as a spiritual touchstone and a symbol of hope for so many who visit the center.

today extends along the entire eastern United States, as well as developing and operating shopping centers and retail properties.

"We made this commitment to L+M and our community because we know what it means for families to go through a battle with cancer," Jim explained. "We wanted to provide something tangible that would last for generations and provide people with comfort during difficult times."

Linda agreed. "It's not just about our own personal experience," she said. "I think very deeply about anyone who is in that infusion room. It's really, really tough. We did this for everyone who needs to believe they can make it. The garden is really about hope."

Sally and Bill Lincoln encourage all visitors to the Cancer Center to take the time to experience the healing garden. "I don't know how to explain it, but it's magical," Sally said. "When we first got married, my dad and my best friend had both passed away, and that day, two dragonflies came down and landed on my bouquet. I said right away, 'That's dad and Julie.' Well, sure enough, at the Healing Garden, as we renewed our vows, I saw them. There were two dragonflies off to the side. I thought, 'They're here with us in the garden.' I'll never forget that feeling or the specialness of that day."

Supporting the Garden

Become a part of the healing process at L+M's Cancer Center by supporting the Falcone Healing Garden. Many naming opportunities exist to commemorate loved ones, several of which are included in the sample listing below, and gifts may be accomplished through a pledge payable over several years. For more information, please contact Graham Gavert, director of development, at 860.442.0711, ext. 2240.

Mountain Laurel Nature Path.....	\$150,000
Waterford Garden Area	\$125,000
Stone Moon Gate.....	\$75,000
Rustic Arbor Gateway	\$35,000
Center Circle Trees (12)	\$10,000
Teak Benches (3)	\$10,000
Teak Chairs (7)	\$5,000
Inscribed Walkway Pavers	\$300



“Helping others is something everyone should consider.”

David Preka came to the United States from Albania when he was only a teenager.

Today, as the owner of a successful two-state contracting company called Advanced Improvements, he's living his own version of the American Dream.

Yet, at 33, Preka remains humble, focused and thankful for his successes. He takes nothing for granted, including his good health. He makes clear, despite his obvious personal charm, intelligence and work ethic, that he has tremendous gratitude for the people of the region who have given him his chance.

“Many people reflect on their family and their close friends, but there's another way to see the world – and that's through our community,” Preka says. “We all work together and help each other, in business, in life. We're all humans, equally important, and we are all part of the same community. So, if we can help a cause, then we're all going to benefit. It should be a no-brainer.”

Preka backs his philosophy with action. At an age when many entrepreneurs are consumed by life's hectic progressions of kids, work and family, Preka, who is married with one child, is already stepping back, seeing the “Big Picture,” and finding ways to demonstrate his community resolve.

In one impressive example, Preka, this year, made a substantial five-figure pledge to L+M Hospital's Centennial Capital Campaign. The campaign, now in its home stretch but still slightly shy of its goal, seeks to raise \$30 million to pay for the construction of L+M's state-of-the-art Cancer Center.

Preka's gift to the campaign is special, says Graham Gavert, director of development for L+M, because such significant contributions are not commonly received from such young entrepreneurs.

“David's story of leaving his native Albania to build a successful business in

a foreign country speaks volumes about his talents and his courage,” Gavert said. “But add to that his allegiance to his community and his specific support of a Cancer Center that serves our entire region – I'd say we're very lucky to have him.”

Preka came to the region as a visitor when he was in his late teens. He only expected a short visit, but quickly realized that he liked the opportunities in the United States. He made plans to stay.

In a recent interview, seated at a boardroom table on the second floor of his downtown Mystic headquarters (in a house at 61 West Main Street that he renovated as a showcase for his company's skills) Preka smiled as he reminisced about the early days. He recalled landing his first significant job, renovating a house on Montauk Avenue in New London.

“The customer,” he recalled, “believed in our workmanship. And we didn't want to let them down. I remember, during the job, I didn't know if we were supposed to be buying the new appliances ourselves, and at the time we didn't have the money to do that. When the owner said he was paying for the appliances, I was so relieved!”

From that small beginning, word of mouth brought more jobs. Preka has always prided himself on breaking down negative perceptions that he felt existed in the construction field. He's done this by always being on time, and being true to his word. He always follows through on even the smallest detail, to satisfy each of his customers. Today, with more than 30 employees and a fleet of 22 vehicles, he says no job is too big or too small, from building new homes to renovating old ones, as well as roofing, excavation and commercial construction.

With the keen eye of a professional contractor, Preka said he was most impressed when he toured L+M's Cancer Center, which opened in October of 2013 in Waterford, located just off of I-95. The



David Preka

building boasts natural lighting, open floor plans and, more recently, a large healing garden to foster an atmosphere of hope.

“The building is beautiful,” Preka said. “For anybody who goes there, it will open your eyes. With the light and the open space, it offers a promise of a better day coming.”

Preka encourages others to make contributions to L+M's Centennial Capital Campaign, noting that Connecticut – and southeastern Connecticut in particular – has some of the highest rates of cancer in the country.

“It should not take too much thought to decide to participate in something like this, because every family, to some extent, is affected by cancer,” he said. “Helping others is something everyone should consider.”

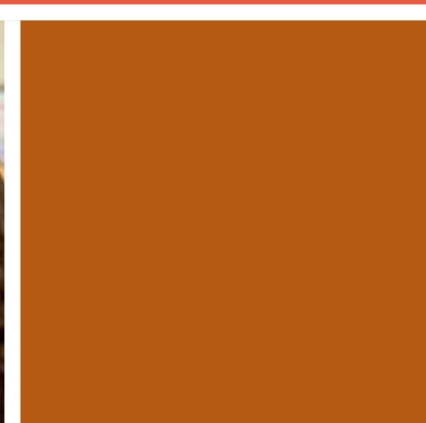
Preka noted that L+M helped him with his pledge to the campaign by enabling his gift to be spread over several years. He also said he feels lucky that cancer has not affected his immediate family, which he considers another incentive to help.

Even small gifts, Preka said, can make a big difference, because good things happen when people work together, building things together. He should know.

“I look at it this way,” Preka said. “We all go out to dinner. We all go for coffee. We all buy our clothes. Well, the dinner, it lasts one hour. The coffee, it gives you a four-hour energy boost. The clothes, they don't fit or go out of style within a year or so. But a donation to a good cause? That's something that works continuously, every day, every month, every year, every decade. It keeps on helping people, and that makes me feel good.”



WESTERLY
HOSPITAL





Ninety Years Strong

In 1925, a group of energetic and thoughtful area citizens had the foresight and the abilities to assemble bricks in a new hospital building on Wells Street in Westerly. They filled it with nurses and doctors who were dedicated to showing us how to live a healthy life, and to be there and help us when things went wrong. Ninety years later, we see the same dedication by a broader array of healthcare professionals working at a burgeoning campus and serving a more diverse group of our population. Times have certainly changed, and for the better, and Westerly Hospital is proud to be a strong part of that positive change.

WESTERLY HOSPITAL BOARD OF DIRECTORS

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Stephen M. Greene
Chairman

Westerly Hospital and the L+M Healthcare system are leaders in the industry movement toward population health and accountable care as the country moves toward a system of managing wellness, rather than treating illness. Again, we are proud to be out front.

This year, our Westerly Hospital was challenged in many ways, much in line with healthcare across the nation, and we met those challenges successfully. Thank you to the two-state community for believing in us and for supporting our mission. Usage statistics show that we maintained market share in many clinical service areas, and in some cases increased volumes and types of services provided. Despite increased competition from both non-profit and for-profit business groups, patient satisfaction scores have repeatedly placed us at or above 90 percent of our peers. We stand proud.

Westerly Hospital was accredited in 2015 by the Joint Commission for meeting Medicare and Medicaid Conditions of Participation, giving further support to our comprehensive growth. Westerly Hospital and the L+M Healthcare system are leaders in the industry movement toward population health and accountable care as the country moves toward a system of managing wellness, rather than treating illness. Again, we are proud to be out front.

When complete, our Cardiac Catheterization Laboratory upgrade will represent a welcome expansion of services and a serious commitment to our aging community. In concert with a specialized Boston architectural firm, a master facilities plan is being developed as the basis for longer term facility management, and as a tool in making comprehensive upgrades demanded by technology. The entire staff and the public will participate in this substantial and rewarding endeavor. As the healthcare world shifts its demand to outpatient services, we will be ready.

Fiscally, the balance sheet remains strong and our positive operating margins are monitored closely. Modest debt is well managed and industry indexes like days of cash on hand and adjusted length of stay are very good. Capital spending is deliberate and strategic. In short, we are well-poised financially for our future.

It is my honor and privilege to extend a most sincere thank you from a dedicated Board of Directors to everyone participating in our renaissance – first,

all of our current and future patients, those allowing us to treat them in times of need. Equally, our world-class physicians, nurses and clinicians from all walks of life; always focused on improving the health of our region. Thanks also to our management team, completely committed, along with all administrative personnel, who keep everything moving forward shift after shift. And, of course, our donors – who never waived in demonstrating their belief in us – and without whom we simply could not deliver such a professional level of care. Finally, the Westerly Hospital Foundation and the Westerly Hospital Auxiliary – component members of all things good that we do.

The affiliation of the L+M Healthcare system and the Yale New Haven Health System is well along in the regulatory process. Top-notch medical care for our patients will continue, a respectful and safe working environment for every employee will continue, our support of the communities we serve and our contributions to those communities will continue. Westerly Hospital as we have always known it will continue.

Meeting the challenges and complexities of healthcare change is a daily occurrence, and one we are eager to accept. Physician recruitment is ongoing, as are technology upgrades. We renew our commitment to our patients in order to provide them with what they expect – reliable, quality healthcare close to home, always with professionalism and compassion. Our entire team is proud of where we are going and proud of our hospital. Together, we can, and will, greet the opportunities of tomorrow with enthusiasm. Ninety years from now, our Westerly Hospital will still be delivering quality, state-of-the-art healthcare, just as it has since 1925.

Stephen M. Greene
Chairman

Honoring the Past by Looking Forward

Our focus is forward. It has to be. The changes taking place in financing and delivering healthcare nationally are making philanthropy more important than ever in sustaining Westerly Hospital and the system of which we are a part. The Westerly Hospital Foundation is all about the future for healthcare and wellness in Westerly, Stonington and surrounding towns, and we will pursue the latest prospects with urgency.

Nevertheless, as 2015 marked Westerly Hospital's 90th Anniversary, the Westerly Hospital Foundation participated in the celebration and took time to indulge in some retrospective observance, too. We were reminded that it was philanthropy that launched the hospital in the first place, and that early vision and leadership were essential to establishing the institution upon which the community has depended ever since. Immediately prior to becoming part of the L+M Healthcare system in 2013, Westerly Hospital was facing tremendous uncertainty. That it should achieve the 90-year mark in a vastly strengthened position, as a part of L+M, gave special meaning to the occasion.

And so we partied. The Foundation, joined by the Westerly Hospital Auxiliary, and under the able and enthusiastic leadership of Foundation board chair Jennifer Schwindt and L+M Healthcare board member Lisa Konicki, hosted a 90th Anniversary gala in August with 350 guests in attendance. Longtime supporters Arthur Cottrell and Joan and John O'Brien, whose dedication to the Hospital, the Auxiliary and the Foundation spans the past 40-plus years, were honored. The heartfelt warmth and robust good humor with which they each accepted the recognition were testaments to what the hospital really is – not so many bricks, but so many caring people.

Through the generosity of the event sponsors and donors, \$42,000 was raised toward the cost of upgrading the cardiac catheterization lab at the hospital, a latest priority and a focus of the Foundation in the year ahead.

While the 90th event was being planned, Foundation board members were busy in other ways as well. Board members and their spouses hosted neighborhood gatherings throughout the community, in Westerly, Stonington, Weekapaug, Shelter Harbor and Watch Hill. Each event was attended by 50 or more supporters and potential supporters who heard from their hosts and from hospital senior leadership about the challenges of the healthcare industry and the importance of donations to the hospital in remaining proactive and responsive to the changes taking place. The annual Founders Society and Cornerstone Society reception, honoring leadership and legacy donors, was held in September at the Stonington Harbor Yacht Club. In every such gathering, that people care deeply about the future of Westerly Hospital is clearly evident.

Total gifts to the hospital in fiscal year 2015, excluding bequests, were \$682,393, or \$35,000 more than in the prior year. This includes a \$125,000 grant from the Champlin Foundations toward replacement of the fluoroscopy imaging technology at Westerly. And a \$40,000 grant



Nicholas J. Stahl, CFRE, and Jennifer K. Schwindt

from the Horace A. and S. Ella Kimball Foundations enabled the hospital pharmacy to make additional enhancements to patient safety through new equipment and software designed to eliminate errors in dosages and drug interactions.

The Alfred M. Roberts, Jr. Charitable Foundation contributed a grant of \$32,000 for the purchase of portable ultrasound imaging equipment for the emergency department. This helps provide for timely determination of the nature and extent of certain injuries. The Westerly Hospital Auxiliary gave more than \$25,000 this year for a new blanket warmer, for new wheelchairs and toward new patient recliners for the intensive care unit. In addition, \$1 million remaining from the Westerly Hospital Mastership was turned over to the Foundation. These funds are reserved for the aforementioned upgrades and new equipment for the hospital's cardiac catheterization laboratory, a project scheduled to begin in fiscal 2016.

The effects of donations are felt throughout the hospital all year long. In addition to those items highlighted above, the Foundation is working with physicians and departments to enhance

aspects of cancer care using funds held by the Foundation for this purpose. These donations have come through the Westerly Cancer Fund at the Rhode Island Foundation, and from the proceeds of special events including the Charity Classic at Shelter Harbor Golf Club.

Having looked back with respect and admiration for the dedication shown by prior generations and in prior decades, and with sincere appreciation for the support received this year, we can look forward to working with hospital leadership and with the community for the benefit of our patients this coming year and in the years ahead.

Nicholas J. Stahl, CFRE
Executive Director

WESTERLY HOSPITAL FOUNDATION

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William A. Stanley
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Advanced Care Right Here at Home

Harvey Falck of North Stonington has spent most of his life enjoying the outdoors, so whether he's chopping wood, butchering venison, or clamming along the Poquonnock River at Bluff Point, he likes to live in the moment, appreciating little things like the subtle change of the seasons.

At 73, Falck continues to enjoy those kinds of simple pleasures. In fact, thanks to care he received at Westerly Hospital, he rarely gives a thought to his battle with prostate cancer.

"I don't have much of a story to tell because I can't complain about anything," he said one recent fall afternoon, strolling out by his woodpile. "It's hard for me to say anything much about the whole experience because it all went so easy."

Prostate cancer, aside from non-melanoma skin cancer, is the most common form of cancer among men, and it is also one of the leading causes of cancer death among men, according to the U.S. Centers for Disease Control and Prevention. Prostate cancer diagnosis often begins when a patient experiences symptoms such as pain or difficulty urinating.

Some men, however, like Falck, have no symptoms. When a routine blood test ordered by his primary care doctor indicated an elevated level of prostate specific antigen, or PSA, Falck was referred to Dr. Erik Enquist, a urologist and Chief of Surgery at Westerly Hospital.

Dr. Enquist's careful monitoring and treatment options for Falck – including use of a new surgical procedure not offered at most hospitals – enabled Falck to stay healthy and remain active.

Dr. Enquist explains. "We monitored and treated Harvey in a number of ways, including biopsy and external beam radiation therapy," he said. "However, when his PSA numbers were on the rise and indicating



a more aggressive form of prostate cancer, we were able to offer cryoablation."

Cryoablation is a procedure that is less invasive than some other treatment options, helping qualified patients avoid removal of the prostate. "We're proud to be offering this service in Westerly since few hospitals in the region are able to give patients this option," Dr. Enquist said.

Cryoablation, or cryosurgery, involves inserting very thin needle-like tubes into the prostate, then passing extremely cold gasses through the tubes, which kill cancerous cells. The process also utilizes ultrasound guidance to help ensure accuracy and protection of surrounding tissue.

"Cryoablation can be used as a primary therapy," Dr. Enquist explained, "but its other utility is for salvage therapy, which is for men who have had a recurrence of prostate cancer after radiation therapy, such as

we saw with Mr. Falck. Cryoablation can be a great option because it is far less invasive than the surgical removal of the prostate."

Falck recalled the details of his outpatient cryoablation procedure. "I went in about 8 o'clock in the morning and I was home about noon," he said. "Was there any pain? Not really. There was some numbness, like Dr. Enquist said, but I was back on my feet in no time."

With each patient, Dr. Enquist said, "We carefully evaluate their individual cancer and condition to determine, along with the patient and his family, the best course of care."

Dr. Enquist said cryoablation is just one of many types of advanced surgical care offered at Westerly Hospital. "As Chief of Surgery, I see our capabilities and our commitment every day," he said. "We have a team of board-certified surgeons with superb capabilities, and each week they are delivering excellent patient outcomes. We live in a beautiful community and the beauty of our hospital is that patients can stay right here for so many of their needs."

Westerly Hospital's surgical services include a full range of orthopedic care, including joint replacement; ear, nose and throat procedures; plastic surgery; gynecological surgery; breast surgery; vascular surgery and more.

"We want to spread the word in the community," Dr. Enquist said. "We encourage residents to talk with their friends and neighbors who have been to Westerly Hospital. We believe you will find that we're not only talented and reputable, but that we're delivering safe and successful outcomes. Our over-arching goal as a surgical team is to help people get back to living their lives and doing the things they enjoy – and feeling healthy again."

Harvey Falck is one of those patients happy to share the news about Westerly Hospital. "It's good that these guys can find this stuff, and treat these things, and that they're on the lookout for us," he said. "And it's amazing that our local doctors can give us these kinds of treatment. Dr. Enquist, he told me what was going to happen, and that's actually the way it happened. To me, he's a number-one guy."

WESTERLY HOSPITAL FOUNDATION

FOUNDERS SOCIETY

October 1, 2014, to September 30, 2015

CHAIRMAN'S CIRCLE (\$1,000 AND ABOVE)

\$125,000 & OVER

The Champlin Foundations

\$50,000 - \$124,999

The Charity Classic
at Shelter Harbor Golf Club
Mr. & Mrs. Charles M. Royce

\$25,000 - \$49,999

The Horace A. Kimball &
S. Ella Kimball Foundation
The Alfred M. Roberts, Jr.
Charitable Foundation
The Westerly Hospital
Auxiliary, Inc.

\$10,000 - \$24,999

Mrs. Lucy Aldrich Burr
Mr. & Mrs. George W. Connell
Deborah & Peter Lamm
Estate of The Reverend
Alexander Ogilby
The Rhode Island Foundation
Mr. Daniel E. Smith &
Mrs. Elizabeth G. Riley
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Medical Staff

\$5,000 - \$9,999

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Frances Lattner Foundation
Mr. & Mrs. Christopher B. Galvin
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Mr. Peter S. Humphrey &
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Lawrence + Memorial Hospital
Mr. & Mrs. Malcolm A. Makin
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Mr. & Mrs. Charles M. Royce
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James M. Schoonmaker II
Shriners of Rhode Island
Charities Trust
Catharine D. Smith
Mr. & Mrs. Thomas W. Smith
The Washington Trust Company
Westerly Community
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\$2,500 - \$4,999

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Whitney W. Addington
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Mr. & Mrs. Russell E. Burke
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Ms. Erica Lindberg
Jane & Jim Mara
Mr. & Mrs. William C. Morris
Jim & Terri Muren
Mr. & Mrs.
Emmett J. O'Connell Jr.
Pathology Consultants of
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Pfizer Foundation
Matching Gift Program
Dr. & Mrs. Robert M. Serra
Mr. & Mrs. Walter S. Tomenson Jr.

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Mrs. Linda B. Griffin
Calvert C. Groton &
Louise S. Mauran Groton
Mr. & Mrs. John Hamill
Mr. & Mrs. William H. Heep
Ms. Jane C. Hofs
Mr. R. Carter Holliday
Mr. & Mrs. Richard C. Holliday
Mr. & Mrs. Leonard M. Horner
Dr. Adam S. Kaufman &
Dr. Rebecca J. Woodward
Joseph J. Kirby &
Katherine W. Hoxsie
Mr. & Mrs. Michael Kraynak Jr.
Mr. & Mrs. Lawrence B. Kurland
Mr. & Mrs. Paul E. Lemont, Esq.
Mr. Robert E. Liguori
Mr. & Mrs. Charles E. Long
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Mr. & Mrs. Frank T. MacInnis
Mary Jane & Robin Marvel
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The Sea Goose Grill & Raw Bar
Bob & Sarah Seelert
Mr. & Mrs. Arthur J. Smith
Edward & Linda Smith
Mr. & Mrs. Richard A. Smith
Mrs. Mary W. St. Pierre



More than 350 guests joined the hospital's 90th anniversary celebration earlier this year.

Mrs. Nicholas M. Stahl
Mr. & Mrs. James E. Stifel
Mr. & Mrs. Edward A. Sweeney
Henry & Barbara Toolan
Mrs. Hattie Vocatura
Mr. & Mrs. Peter Walencewicz
Mr. & Mrs. David H. Wallace

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\$500 - \$999

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Mr. Manfred R. Armbruster
Ms. Frances C. Ashley
Deborah & David Bell
Benenson Capital Partners, LLC
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Edward Callender &
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Mr. & Mrs. Joseph J. Collins

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Ingrid Feddersen
Mr. & Mrs. Russell D. Fisher
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Mr. T. J. E. Glasson
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Mr. & Mrs. David Greenhouse
Mrs. Sylvia M. Gulla
Mr. James A. Hands
Mr. & Mrs. Peter J. Hark
Dr. & Mrs. Howard L. Haronian

* Deceased



From left, Chairman Steve Greene, Betty-Jo Cugini-Greene, Henry Laudone and Maura Laudone enjoy time together at the 90th anniversary celebration.

Mr. & Ms. Peter A. Harvey
 Mr. & Mrs. Robert W. Hatfield
 Mr. Hugh H. Hoffman
 Mr. & Mrs. Jeffrey N. Hogan
 Martha Hosp
 Mr. Alan J. Hruska
 Mr. & Mrs. Francis P. Jenkins Jr.
 Dr. & Mrs. Donald R. Kelly
 Mr. & Mrs. Kevin M. Kelly
 Mr. & Mrs. John F. Knutson
 Dr. David Korn &
 Ms. Carol Scheman
 Dr. & Mrs. Milton K. Krantz
 Mrs. Ann M. Lain
 Lillias Lane*
 John & Catherine Lathrop
 Angel & Ken LaVine
 Dr. & Mrs. Allen W. Leadbetter
 Marion & Frank Leddy
 Mr. & Mrs. William Lester Jr.
 Mr. & Mrs. Thomas Lloyd
 Mr. & Mrs. Guy Maiorano Jr.
 Mr. & Mrs. Thomas G. Malone
 Dr. Mark J. Mancini &
 Dr. Michelle Cretella
 Mr. & Mrs. Peter B. Martin
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 Mrs. Edward L. McQuade
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 Mr. & Mrs. William H. Oat
 Dr. & Mrs.
 Ralph A. O'Connell, M.D.
 Mr. Peter Onisto
 Andrew & Carol Parsons
 Mrs. Samuel S. Pennock
 Mr. Joseph Paliotta &
 Ms. Jane B. Perry
 Ann & Hollis Petersen
 Joseph & Carol Potter
 Mr. & Mrs. Robert L. Prosser

Lorraine & Doug Randall
 Dr. & Mrs. Douglas A. Rayner
 Mrs. Prudence S. Regan
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 Mr. Roger Arguelles
 Mrs. Veronica Arnold
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 Ms. Joan C. Costa
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 Mr. & Mrs. Thomas G. Dean
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 Mr. Robert G. Delicato
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Dr. & Mrs. Jerald C. Fingerut
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Ms. Nancy J.J. Gabrielson
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Francis & Jane Gencarelli
Mr. & Mrs. Christopher Getman
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Mr. & Mrs.
Richard O. Gildersleeve
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Mr. James F. Giudice
Ms. Judith Gleason
Mr. Peter E. Gobis Jr.
Leon A. Goldstein, M.D.
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Mr. Marvin C. Goodman
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Ms. Elizabeth B. Gordon
Ms. Rita T. Gorman
Dr. Bruce D. Gouin &
Dr. M. Christine Benoit
Ms. Patricia A. Gabel
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Mrs. Cecelia B. Grills
Mr. Stephen M. Grimley
Mr. & Mrs. Roger H. Griswold

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Mr. Calvert C. Groton Jr.
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Ms. Martha M. Groton
Mr. & Mrs. Charles R. Guillet
Mr. & Mrs. John E. Gulino
Mr. & Mrs. Roy C. Gumpel
Mr. & Mrs. Steven M. Haas
Mr. & Mrs. C. Russell Hadley
Mr. Thomas Haggerty &
Dr. Gail A. Shea
Mrs. Agnes M. Hall
Mr. & Mrs. Arnold M. Hall
Ms. Sally D. Halsey
Dr. & Mrs. Adrian K. Hamburger
Mr. & Mrs. Charles J. Hamm
Mr. & Mrs. David Hansell
Mr. & Mrs. Arne Hansen
Mrs. Kathleen J. Harrington
Mr. Kurt Harrington
Mrs. Susan L. Hathaway
Mr.* & Mrs. Wallace R. Hedman
Mr. & Mrs. Edward F. Heineold
Mr. & Mrs. Peter G. Helie
Mrs. Pamela M. Heller
Ms. Jennifer Herbert
Mr. & Mrs.
Edwin S. Hetherington
Mr. & Mrs. Harry E. Higgins III
Mr. & Mrs. William D. Higgins
Frank & Connie Hilbert
Dr. Keith R. Hilliker
Larry & Kay Hirsch
Hi-Tech
Carpet Cleaning Concepts
Ms. Rita D. Hoadley
Mr. Galen W. Hoffman
Ms. Mary B. Hoffman
Mr. & Mrs. Dexter A. Holaday
Mr. & Mrs.
Charles H. Holdredge III
Ms. Donna J. Holly
Mr. Richard V. Hovey
Mr. & Mrs. Donald W. Howell
Dr. Christopher M. Hutchins &
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Mr. & Mrs. K. Grant Hutchins
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Ms. Jo-Ann G. Johnson
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Ms. Elvira M. Jones
Mr. & Mrs. David Joravsky
The Rt. Rev. &
Mrs. David B. Joslin
Mr. Nathaniel P. Joslin
Mr. & Mrs. James A. Kadamus
Mr. & Mrs. Albert W. Kapple Sr.
Mr. & Mrs. Peter Kashanski



Nick Stahl visits with honorees Joan and John O'Brien at the 90th anniversary celebration.

Mr. & Mrs. Robert Kaufman
Mrs. Kamaljit Kaur &
Mr. Baljinder Singh
Mrs. Ann M. Keegan
Mr. & Mrs. Raymond J. Keegan
Ms. Jane R. Keener
Mr. & Mrs. Frederick W. Keith Jr.
Mr. & Mrs. William J. Kelley Jr.
Mr. & Mrs.* Patrick J. Kelly
Mr. & Mrs. Peter F. Kelly
Mr. Gordon Kemp
Mr. & Mrs. Robert G. Kennedy
Mr. & Mrs. William C. Kennish
Ms. Eileen M. Kenny
Mr. Robert W. Kenyon
Dr. & Mrs. Robert A. Kiel
Mr. & Mrs. Gary Kincaid
Mr. & Mrs. Charles S. Kinney
Mrs. Constance C. Kmetz
Mr. & Mrs. James E. Knapp
Mrs. Marque M. Kniffin
Dr. & Mrs. Robert E. Knisley
Ms. Shirley F. Koehler
Ms. Lisa B. Konicki
Dr. & Mrs. Ben Korgen
Mr. & Mrs. John J. Koulbanis
Mr. & Mrs. Richard J. Koulbanis
Dr. & Mrs. Peter T. Krenicky
Ms. Katherine B. Krystinik
Mr. Andrew Lacas
Mr. & Mrs. George E. LaFrance
Mr. & Mrs. W. Peyton Lake
Ms. M. Ann Lamb
Ms. Priscilla H. Lambert
Ms. Roberta T. Lamoray
Mr. Curren R. Landsiedel
Ms. Briggs Larkin &
Mr. Philip J. Fitzpatrick
Mrs. Inez A. Lattimore
Mr. Leo C.K. Lau
Mr. & Mrs. Henry Laudone Jr.
Mr. & Mrs. James E. Lavery
Mr. John F. Law
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Ms. Andrea M. Light
Mr. & Mrs. Charles P. Liguori
Mrs. Lillian C. Liguori
Mr. & Mrs. Thomas J. Liguori Jr.
Mr. & Mrs. Anthony J. Limanni
Mr. John S. Lloyd
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Ms. Jane B. Lohr
Mr. & Mrs. Thomas E. Long
Ms. Carol A. Longo
Mrs. Carolyn G. Longolucco
Mr. & Mrs. Ernest P. Lopes
Ms. Janis W. Lorensen
Mr. Bruce E. Losty
Mr. & Mrs. Paul T. Loveland
Ms. Lois C. Lovett
Ms. Dixie D. Lufbery
Mr. & Mrs. Edward L. Lunaas
Mr. & Mrs. John R. Lundgren
Mrs. Diane L. MacFadyen
Mr. & Mrs. John S. Mackay
Ms. Marita A. Mackey
Mr. John W. Macomber
Mr. & Mrs. Hugh P. Magoun
Ms. Kimberly S. Magro
Mr. & Mrs. Leone D. Mainelli
Mr. Gerolamo Maiorano
Mr. & Mrs. John C. Majcher Jr.
Mr. & Mrs. John E. Makowski
Judith & George Malavazos
Mr. Robert J. Malley &
Ms. Barbara Wild
Mr. Michael Malvinni
Mr. & Mrs. Joseph D. Mann
Mrs. Florence L. Marie
Mr. & Mrs. Joseph T. Marie
Mr. & Mrs. Layng Martine Jr.
Ms. Emilia A. Mascaro
Mr. Donald D. Masison



Music, food, fun and photos were part of the 90th anniversary celebration this summer.

Mrs. Sheelagh M. Masterson
 Mr. Stuart M. Materne
 Ms. Carol M. Mathews
 Mrs. Michelle M. Matthews
 Mr.* & Mrs. Jonathan I. Maxson
 Mrs. Sylvia Mazzola
 Mr. & Mrs. David L. McAndrew
 Mr. & Mrs.
 William J. McCloskey Sr.
 Mrs. Joyce E. McColl
 Mr. & Ms. Richard E. McCollum
 Ms. Joan T. McCormick
 Mr. Peter S. McCormick
 Mr. John S. McCoy II
 Mr. & Mrs. Richard T. McGannon
 Mr. & Mrs. John F. McGill
 Mr. & Mrs. John D. McGregor Jr.
 The McKendree Family
 Mrs. Rosemary McKinney
 Mr. Steven A. McMahon
 Mr. & Mrs. Frank W. McNally
 Mr. & Mrs. Edward T. McPhee Jr.
 Ms. Janine McPhee
 Mr. & Mrs. Michael J. McRee
 Mrs. Katherine B. Mears &
 Mr. Thomas A. Medeiros
 Mr. & Mrs. Jose C. Medeiros
 Mr. & Mrs. John P. Medgyesy
 Mr. & Mrs. John S. Medgyesy
 Mr. John Medina
 Mr. & Mrs. Edward Melvin
 Mr. & Mrs. Donald S. Mercer
 Ms. Jean M. Merrill
 Mr. & Mrs. Paul E. Meyer
 Mr. & Mrs. William F. Meyer
 Mr. & Mrs. Douglas H. Michel
 Capt. William A. Millar II
 Mr. & Mrs. Charles L. Miller
 Mr. & Mrs. William J. Miller Jr.
 Mr. Nathaniel B. Mindeck
 Miranda Creative, Inc
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 Mr. & Mrs. Peter J. Mitchell
 Mr. & Mrs. John F. Monahan
 Mr. Donald D. Montgomery
 Mr. Philip A. Moody
 Mr. & Mrs. George C. Moore Jr.
 Mr. Leroy A. Moran Jr.
 Mr. & Mrs. Robert J. Morello
 Mr. & Mrs. James Moriarty
 Mr. Anthony J. Moroso Jr.
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 Mr. William J. Morrison
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The board of the Westerly Hospital Auxiliary welcomed several new members in 2015, adding fresh ideas and supporting new projects.

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 Justin J. Stevenson III
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 Mrs. Nancy L. Strawderman
 The Rev. Kenneth J. Suibielski
 Mr. & Mrs. James P. Sullivan
 Sunday Morning
 AA Speaker/Discussion Group

Father Raymond N. Suriani
Mr. & Mrs.
Thomas J. Sweeney III
Mrs. Carole H. Sylvia
Mr. & Mrs. Kenneth F. Tagg
Ms. Elizabeth W. Talbot
Mr. & Mrs.
Benjamin A. Tallman
Mr. & Mrs. James M. Tarrant
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Stanton J. Terranova Sr.
Mrs. Mary M. Thacher
Mr. Frank T. Thacker &
Ms. Karen I. Hanson
Mr. & Mrs. Louis Thavenet Jr.
Mr. & Mrs. Richard N. Thieke
Ms. Angela M. Thoman
The Rev. &
Ms. Trevor E. G. Thomas
Mr. & Mrs.
Randolph I. Thornton Jr.
Mr. & Mrs. Neil H. Thorp

Ms. Louise H. Thorson &
Mr. Richard H. Gregory III
Mrs. Evelyn S. Tolomea
Ms. Dorothy G. Toscano
Toscano's Mens Shop
Mr. & Mrs. Arthur E. Trotman
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Ruth Tureckova &
David Culton
Mr. Paul A. Turetzky
Mr. & Mrs. John E. Turner
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Mr. Ronald R. Uttenweiler
Mr. & Mrs.
Michael H. Van Vranken
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Daniel H. Van Winkle
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Mr. Wilfred A. Vars

Mrs. Dorothea A. Vaz
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Salvatore D. Vlaun
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Ms. Janet Whitman
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Mrs. Barbara H. Wilcox

Mrs. Glenna C. Wilson
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Mr. & Mrs. Anthony J. Wise
Dr. Wendy A. Witt
Mr. Eugene D. Wood, USN-Ret
Ms. Marilyn Wood
Ms. Elizabeth A. Woodfine
Woodmansee Insurance, Inc.
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Mrs. Heather J. Wyman
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Mrs. Florence M. Young
S.J. Zaroogian &
J.M. Zaroogian
Mr. & Mrs. Raymond S. Zeng

*Denotes deceased donor

Cornerstone Society

The Cornerstone Society was established to thank donors for including the Westerly Hospital Foundation in their wills and estate plans. Cornerstone Society members exemplify the lasting tradition of philanthropy upon which the Westerly Hospital was established and built.

LIVING MEMBERS:

Heather L. Ainslie
Fred &
Roberta Allardyce
William &
Catherine Anderson
Anonymous
David & Patricia Bailey
David & Deborah Bell
Carl & Valerie Blume
Linda F. Brenner

David Brown
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Jacqueline Hutcheon
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Martin & Nancy Lyons
William & Lois Vars Mason
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Nora H. Spens, M.D.
Marie St. John
Nicholas J. Stahl
Matthew H. Thomsen &
Adrienne Hall
David V. Tranchida &
Pamela D. Faley
Hattie Vocatura
Adele & Nelson White Jr.

In continuing appreciation for members of the Cornerstone Society no longer living, whose estate planning during their lifetime has benefited the Westerly Hospital and its patients.

DECEASED MEMBERS:

Virginia Achilles
Seneca E. Allyn
Anonymous
Henry L. Arnfield
Erwin H. Barnes
James E. Blackwood Sr.
Mildred H. Bray
Virginia Brilhart
Iris C. Brown
Phyllis T. Brown
Charles C. Buffum
Miriam P. Camp
Louis Cercena
Vera J. Clark
Alice Comstock
George Cropper
Dorothy M. Davis
Katharine W. Davis

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Frederick & Elizabeth Driftmier
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Marion Lounsbury Foster
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Agnes King
Harry K. Knapp

Katherine Knox
William C. & Lillias T. Lane
Clarinda Y. Lincoln
Emma I. Lloyd
Albert S. R. Lundstrom
Estelle Magni
Evelyn B. Man
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Michael Vocatura
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WESTERLY HOSPITAL

ACTIVE VOLUNTEERS

October 1, 2014, to September 30, 2015

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Zafar Agha
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Mary Auger
Carol Azzinaro
Sarah Babik
Judith Bachmann
Ulla-Britt Baker
Helen Banks
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Marion Desillier
Yolanda Desy
Beverly Dority
Matthew Doroski
Matthew Drummond
Rev. Joyce Duerr
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Robin Eldredge
Kyle Fan
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Paul Gencarella
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Makaella Glaza
James Goodman
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Caralyn Granato
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Arthur Grayson
Emily Grey
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Kaitlyn Haines
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Winifred Hamilton
Gloria Hebert
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Galen Hoffman
Fr. Tom Hoar
Roberta Hublard
John Huhtala
Glenda Hutchins
Anthony Inzero
Nancy Jones
Pastor David Jordan
Talyn Kelley
Lois Kelliher
Benjamin Kepple



Diane Brown is a volunteer in the Endoscopy Department.

Beverly Kowal
Caitlyn Lampert
Ruth Lang
Bennett Lanni
Nancy Law
Doug Lawrence
Carol Leach
Suzanne Lemp
Amy Lewis
Kalee Lewis
Sylvia Limanni
James Lindsey
Harriet LoPriore
Rev. Clayton Lord
Lewis Lorinsky
Gudmum Lovvoll
Lois Lovvoll
Alison Lowe
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David Madden
Helen Majeika
Ann Mason
Carol Mathews
Elizabeth McAndrew
Collin McColl
Arlene McCoy
John McGregor
Anne McMullin
Jane McNeace
Diane McQuade
Peggy Middleton

Karina Montoya
Patty Moody
William Morrison
Elizabeth Muckle
Ainslie Myers
Eric Niedmann
Paula Niedmann
Eileen Nieranowski
Kathy Niles
Claire Nordness
Joan O'Brien
Paige Pajarillo
Meredith Pappadia
Susan Partelo
Carole Paster
Avish Patel
Shirley Patin
Linda Pershaec
Lucille Pescatello
Linda Philips
Mary Pinkowski
Irene Pray
Joan Przekop
Peter Przekop
Jake Pucci
Marian Pucci
Rubil Reyes
Linda Riggs
Valerie Righenzi
Barbara Ritchie
Janet Ritchie

Kyle Rohdin
Syreeta Rohdin
Carol Roper
Carol Ruffo
Arlene Russell
Marcia Samuel
Edward Sanford
Dalton Sayles
George Schackner
Linda Schackner
Joan Scheuerman
Sandy Schmauder
Jackie Scott
Pastor Lester Sedam
Jackie Serra
Bonnie Shawn
Annabel Sherwood
Jean Siciliano
Barbara Sisco
William Sloneker
Richard Sminkey
Amber Sollenberger
Jessica Sommar
Maria Sposato
Joann Spurley
David St. Germain
Joyce Stahl
Pastor David Stall
Denise Stedman
Kathy Stedman
Danielle Stefanski

Jay Stevenson
John Stewart
Doris Sullivan
Eleanor Sullivan
Joan Supinski
Fr. Raymond Suriani
Joan Swain
Cathy Swerdlick
Julianne Sylvia
Lorraine Szewc
Celina Tanner
Walter Thomas
Deidre Toole
AnnMarie Trebisacci
David Turco
Nancy Turrisi
Denise Vincent
Natalie Vukic
April Vuono
Richard Walrath
Denise Walstad
Rochelle Wang
Carl Weber
Tracey Wells
Samantha White
Glenna Wilson
Ernie Wright



Sylvia Gulla, (left) and Jo-Ann Carson are part of the volunteer courier service.



A Message from the Chair and the President

The only constant is change, and 2015 was no exception. At the Visiting Nurse Association of Southeastern Connecticut, we embrace the ongoing evolution of healthcare by continually incorporating state-of-the-art technologies and advanced clinical practice to bring hope and healing to all who turn to us.

VNASC BOARD OF DIRECTORS

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Even when the changes are daunting – as is the Centers for Medicare and Medicaid Services (CMS)’s initiative linking reimbursement rates to improved patient outcomes and greater patient satisfaction – we strive to transform every challenge into an opportunity to excel. As we pursue improvements in outcomes and patients’ perceptions of care, we simultaneously endeavor to drive down the cost of delivering excellent, home-based care.

By linking levels of reimbursement to improved patient outcomes and greater patient satisfaction, CMS has, in effect, created a financial incentive for healthcare providers to deliver superior, patient-centered, cost-effective care. As mentioned in last year’s annual report, we had long anticipated this “value-based” reimbursement structure and have worked tirelessly to put information collection and reporting systems in place to facilitate this transition. We are pleased to report that VNASC is ready for the next phase of healthcare reimbursement, thanks in large part to the team work and dedication of our staff.

CMS has established benchmarks that hold all providers to the same evidence-based standards. The most recent addition to those benchmarks is a five-star rating system which ranks home healthcare agencies based on nine individual quality measures. We are proud to say that VNASC’s rating is 3.5 Stars. This is above average for both the state of Connecticut and the entire nation. As this rating system evolves additional quality and patient satisfaction measures will be added. You can see the scoring and other information regarding home healthcare agencies at <https://www.medicare.gov/homehealthcompare>.

VNASC was also named to National Research Corporation’s 2015 HomeCare Elite™, an independent analysis recognizing the top 25% of Medicare-certified home health agencies. To earn Elite designation, agencies must excel in performance measures such as quality outcomes, best practice implementation, patient experience, quality improvement and consistency, and financial performance. NRC’s rankings are based on data from Medicare, and provide an objective validation of VNASC’s high standards and excellent outcomes, as well as the professionalism of our staff.

With healthcare reform has come an increased drive toward teamwork and collaboration among diverse healthcare organizations. This integrated model raises the quality of patient care and increases efficiencies of each provider. Having served the home health needs of our community for over 100 years, VNASC’s expertise in care coordination is undisputed. It was natural then that we should take the lead in a monthly Community Collaborative where representatives from across the continuum of care – rehabilitation centers, nursing homes, assisted living facilities – come together to coordinate care for patients at the highest risk for re-hospitalization. At these forums, we share ideas and strategies, develop “best practices,” and devise innovations to enhance services delivered in all settings.

As the healthcare system has evolved to meet the needs of growing number of older patients, the settings in which care is delivered have multiplied. Most people prefer receiving care in the least restrictive and often the least expensive environment – ideally, in the comfort of their homes.



VNASC was recognized as a Top Agency in the 2015 HomeCare Elite rankings.



Left, Mary Lenzini, President and CEO, and Kathleen Crook, Board Chair.

Our Board and leadership remain committed to ensuring VNASC's readiness to meet the growing home health needs of the people of southeastern Connecticut. The generosity of our many supporters allows us to respond to all who need our help, regardless of their insurance coverage or financial resources; for this we are most grateful.

No matter what changes in the healthcare environment arise, our affiliation with L+M Healthcare and our unsurpassed expertise in home care – as demonstrated by superior clinical outcomes, positive patient experience and strong financial management – ensure that VNASC will continue its pivotal role in the continuum of care.

Kathleen Crook
Board Chair

Mary Lenzini
President and CEO

Home Visits by Town

East Haddam	2	Norwich	4
East Lyme	3,144	Oakdale	1,661
Gales Ferry	805	Old Lyme	1,020
Groton	15,335	Old Mystic	27
Groton Long Point	398	Old Saybrook	224
Ledyard	862	Pawcatuck	6,940
Lyme	42	Quaker Hill	1,965
Mashantucket	44	Salem	688
Montville	132	South Lyme	4
Mystic	9,449	Stonington	3,082
New London	19,470	Uncasville	3,540
Niantic	9,307	Waterford	11,570
Noank	967	TOTAL VISITS	93,753
North Stonington	3,071		

SUPPORTERS OF VNASC

Anderson-Paffard Foundation	\$3,000
Bequests & Contributions	\$82,730
Bodenwein Public Benevolent Fund	\$3,000
William T. Christopher Fund for Children's Health	\$9,890
Community Foundation of Eastern Connecticut	\$10,628
CFECT Women & Girls Fund – Southeast Area	\$15,000
CFECT Anonymous III Fund	\$11,465
Senior Resources Agency on Aging, HHA	\$22,884
Senior Resources Agency on Aging, MH	\$26,931
Gardiner Family Foundation	\$15,000
Chester Kitchings Family Foundation	\$20,000
Frank Loomis Palmer Fund	\$25,000
Patients' Share	\$82,411
The Rotary Club of Montville	\$250
New London Rotary Foundation, Inc.	\$500
Niantic Rotary Foundation, Inc.	\$500
Sails Up 4 Cancer	\$2,500
Sound Community Service (SMHA)	\$32,946
Town of East Lyme	\$11,908
Town of Groton	\$68,820
Town of North Stonington	\$1,899
Town of Old Saybrook	\$28,247
Town of Stonington	\$32,791
Town of Waterford	\$36,863
United Way	\$104,691
TOTAL RECEIPTS	\$649,855



“My guardian angels are from the VNA.”

Happily married for 55 years, retired with four grown children, financially sound and in good health, Mary and Bob Price of Groton were looking forward to a cruise to the Caribbean for a little “fun in the sun.”

That was six years ago, and Mary and Bob never got to go on that vacation.

The days, months and years since have been an ongoing and torturous medical ordeal – at times a life-and-death struggle against an extraordinarily rare and debilitating skin disease that, only recently, with the help of the Visiting Nurse Association of Southeastern Connecticut, is getting better.

“We wouldn’t be where we are today without the help of the VNA,” Bob says. “The worst is behind us now. Everything is healing.”

“My guardian angels are from the VNA,” says Mary. “I’m willing to talk about this only because I think my story can offer help to others, not to give up.”

The saga began shortly before the anticipated cruise. That’s when Mary’s

doctor, during a routine checkup, prescribed a new medication in hopes of providing better relief for her minor arthritis. Unknown at the time, Mary was among about one in four million people for whom certain medications can trigger the onset of a dreadful skin disease, a form of toxic epidermal necrolysis that can be fatal.

At first, when the blistering began all over her skin, medical experts were dumbfounded.

“The blisters were everywhere, and I hated to look at myself,” Mary recalls. “I couldn’t believe it.”

A dermatologist at L+M Hospital, Dr. Jennifer Gray, finally made the correct diagnosis. Mary had Stevens-Johnson Syndrome, or SJS, and it was most likely triggered by a reaction to her new arthritis medication. The diagnosis also came with a terrifying caution: if the blistering had spread internally, to her liver and kidneys, she likely would die.

Bob Price can hardly discuss the details of Mary’s ordeal without shedding tears. He was at her side round the clock, for weeks and months, at L+M Hospital, Yale-New Haven Hospital and at several area nursing homes. Bob stuck by his wife through her suffering, including difficult curative treatments of “plasmapheresis,” a method of removing plasma from her blood to try to cure the condition.

Medical students at Yale visited Mary regularly, with her permission, simply to see a case of a disease they might never have chance to see again. “The pain was unbelievable,” Mary recalls. “I didn’t think I was going to make it and I said at one point, I’ll go to heaven first. I never thought I was going to get this far.”

Mary eventually came home. A hospice nurse visited their Groton home. But Mary leaned hard on her faith. Bob never left her side. And, new treatments were tried at home, switching her skin dressings from a wet to a dry protocol. With VNASC nurses working closely with Bob to treat Mary’s skin, she began to show small signs of improvement.

“The best part of this story is when the VNA took over,” Bob said.

"When the nurses came, I'd often start crying," Mary said. "And they'd talk to me, just to give me hope. They told me not to give up and to keep fighting. It was pretty hard. I broke down many times, thinking, this is ridiculous, I'm in so much pain."

And then, Mary began healing. She would say her Rosary every morning and healthy skin began to grow. She and Bob began to have glimmers of hope for a better day.

Today, Mary's skin has improved to the point where her care from VNASC has been redirected, from nurses changing dressings to physical therapy to help her build strength. Krista Smolen, a VNASC Physical Therapist, attends to Mary three times each week, helping her learn to walk again after years of bedridden struggles.

Mary's ordeal also included a fall, and today she is walking on a broken (yet weight-bearing) hip. One day, if she's well enough, she hopes to have it repaired at L+M Hospital's Joint Replacement Center.

"Krista is like a tough sergeant," Mary said, joking. "She really pushes me. I don't know what I would do without her."

Smolen takes pride in helping Mary regain her mobility. "She's really stepped up, and she's done everything I've asked," Smolen said. "We really take pride in helping patients and to see someone like Mary doing so well, it's an inspiration. It's why I love my job."

Mary's story has been an inspiration for many VNASC staff members who have been involved with her care, says Mary Lenzini, president of VNASC.

"The exact reason for Mary's recovery may be a combination of factors, from the love and support of her husband, Bob, to her faith, to the support of her children and her love of life," Lenzini says.

"Knowing also that our team of nurses and therapists played a part in restoring Mary's health speaks directly to our mission. It gives all of us a reason to get up in the morning and do our jobs as well as we can."

Soon, with Smolen's help, Mary hopes to be able to get to her car, so she and



Bob can take short trips. Now in their 61st year of marriage and both 82 years of age, they hope to find more happiness together, looking ahead, not back. The couple also hasn't ruled out the possibility of taking that long-postponed cruise, to sit on the ship's deck together and enjoy the views.

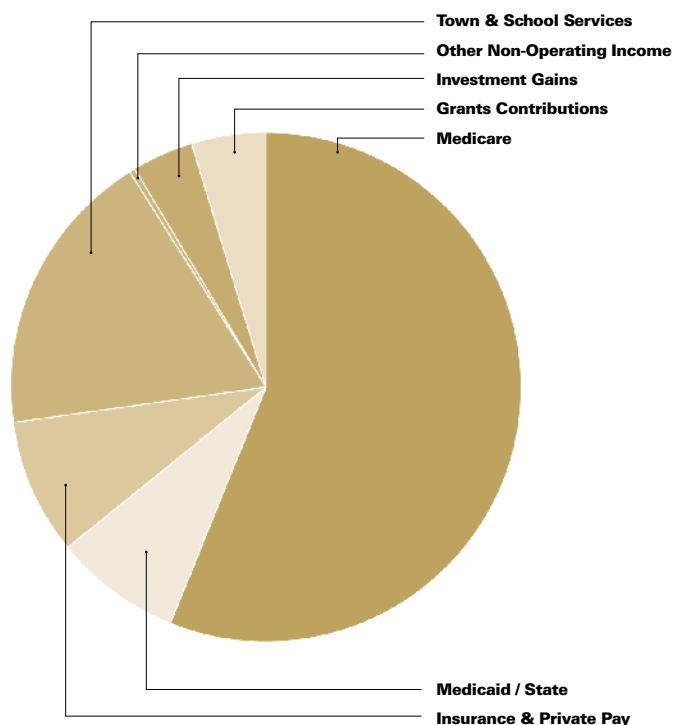
Opposite page: Bob and Mary Price have been happily married for 61 years.

This page: Mary works regularly with VNASC Physical Therapist Krista Smolen.

VNASC 2015 Financial Statement (Unaudited)

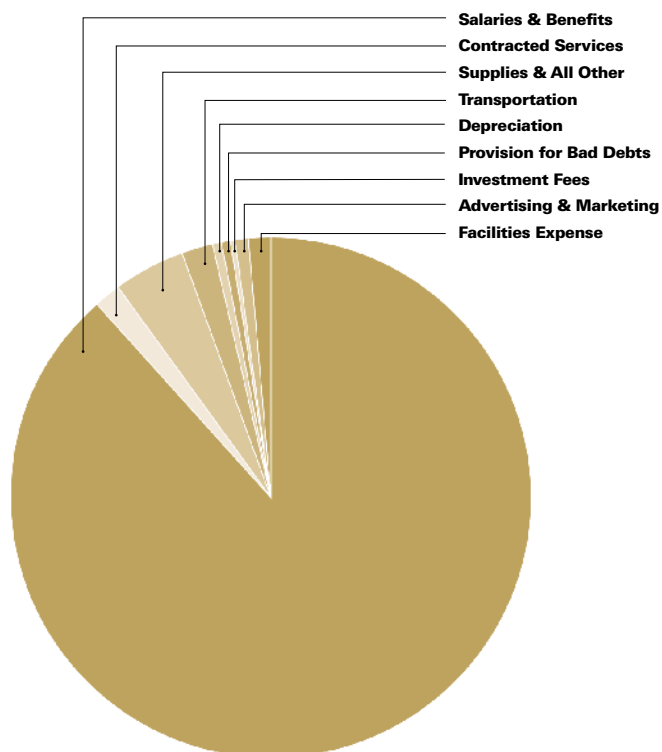
Revenue

Medicare	10,036,939
Medicaid/State	1,447,883
Insurance & Private Pay	1,574,081
Town & School Services	3,288,771
Other Non-Operating Income	6,881
Investment Gains	718,020
Grants/Contributions	810,191
<hr/>	
Total Revenue	17,882,766



Expenses

Salaries & Benefits	13,973,751
Contracted Services	231,043
Supplies & All Other	718,419
Transportation	296,038
Depreciation	92,067
Provision for Bad Debts	75,000
Investment Fees	53,629
Advertising & Marketing	129,367
Facilities Expense	207,976
<hr/>	
Total Expenses	15,777,290



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Speech therapist Erin Mullane heads out for another busy day of home visits.

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VNAngel members enjoy drinks, hors d'oeuvres and conversation on a beautiful Sunday afternoon at Enders Island. Read more about VNAngels on the next page.

† Deceased

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Gifts made in memory of deceased loved ones are an especially meaningful way for family and friends to honor those who have passed away. While paying tribute to our beloved deceased, memorial contributions also help ensure the viability of high quality, compassionate, home-based healthcare services which so many people in our area depend on VNASC to provide. We are grateful to all who made gifts in memory of the following individuals between October 1, 2014, and September 30, 2015.

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VNAngels are a core group of supporters dedicated to VNASC's mission to optimize the health and well-being of everyone living in southeastern Connecticut.

VNAngels had its genesis in our 2009 centennial, when a friend designed the VNAngel logo and commissioned a pin to commemorate VNASC's "Century of Caring." Inspired by this gesture and anticipating our second century of service, we carried the idea forward, inviting supporters to celebrate their commitment to our mission by joining VNAngels.

Annual membership dues fund VNASC's Home Health, School Nurse and Community Wellness programs, to date providing more than \$50,000 to support new initiatives and enhance existing programs. Gifts from VNAngels are essential to ensuring VNASC's continued ability to provide area residents with the finest patient-centered, in-home healthcare, delivered by exceptional and compassionate staff.

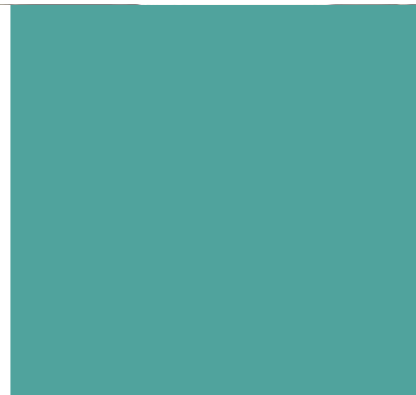
VNAngels are invited to semi-annual receptions where they can socialize with fellow Angels and learn more about the organization's accomplishments and challenges. To learn more about becoming a member of VNAngels, call 860.444.1111, ext. 319, or visit www.vnasc.org.

We gratefully acknowledge these VNAngel members for their generosity and support during 2015.

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Primary Care Remains a Primary Concern

In a nation with a shortage of physicians, particularly for primary care, I'd like to share some good news with the people of southeastern Connecticut and western Rhode Island:

L+M Medical Group had a great recruiting year in 2015. Recruiting new physicians is challenging for all medical groups, but we're succeeding, bringing more primary care doctors and non-physician providers to our team so that we can better serve you and your family.

Let's get specific: We have Dr. Adrienne Parad now joining us in family practice in Mystic. We have Carly Crawford, APRN, FNP-BC, joining our team in New London at our Medical Office Building, which includes walk-in hours, and we have Kathleen Ellis, LADC, LPC, PhD, and Bethsaida Torres, LADC, LPC, joining our Behavioral Health team, serving multiple locations. Dr. Shady Elsamra, also Behavioral Health, is now part of our inpatient care team.

Dr. Marlene Shute has joined our family medicine team in New London, while Michelle Daddario, MSN, FNP-BC, is a new oncology nurse practitioner at our Cancer Center in Waterford.

For internal medicine, Dr. Jitesh Vachhani joins our Niantic team, and Dr. William Conlin, a veteran Westerly Hospital physician, is now with the Medical Group, seeing patients in Westerly. Dr. Charles Walcott joins Niantic for family medicine, and he is also a wound care specialist, additionally caring for patients at the Wound and Hyperbaric Center in Waterford.

Dr. Lisa Licare, OB/GYN, is serving patients in both Westerly and New London, and family medicine Drs. Brandon Luk and Dr. Saima Khalid are seeing patients in Westerly and Stonington, respectively. We also have a new surgical physician assistant, Ellen Faulise; a new cardiologist, Dr. Bernardo Lombo, and Dr. Kevin Torres joins our team as our new Director of Clinical Access. In our Joslin Diabetes Center, Dr. Mae Whelan has joined the team, along with Allison Trombly, APRN.

I offer a sincere thank-you and congratulations to the newest members of our team.

These new providers are joining an established group of physicians and providers with Press Ganey patient satisfaction scores that continue to document levels of exceptional care.

On a personal note, I have been in practice as an endocrinologist for more than 30 years, and I would rate the L+MMG providers, as a team, among the very best people I have had the pleasure work with.

More specifically, during this past year, I would like to call out the excellent leadership of the Medical Group, including Dr. Christopher Lehrach as our president and Dr. Anthony Carter as the medical director. Their vision for the future of L+MMG has helped steer our organization in just the right direction. By this I mean our shift toward a renewed emphasis on primary care.

Primary care includes a commitment to providing each patient with easy access to care, close to home, and we want your doctor's office to become your "medical home" – a place where a team of providers is there to guide and treat your specific health needs, not in a reactionary manner, but through a proactive and preventative approach, today and well into the future.

Speaking of the future, as L+M Healthcare pursues an affiliation with Yale New Haven Health System, L+M Medical Group providers will likely become part of the very large and well-regarded Northeast Medical Group, which is an arm of the Yale New Haven Health System. I want to go on record as supporting this affiliation, which will be good for patients and good for our physicians.

The excellent care that L+MMG providers deliver to our patients will not only continue as we join Northeast Medical Group but may very well be enhanced. An example, the transition will include a switch to a more powerful Electronic Medical Records system, called Epic, which will enhance our ability to share clinical information on patients. This will benefit patients as we can easily share individual cases with the providers in the Northeast Medical Group and the Yale Medical Group, improving the ease and



R. Preston Lamberton, MD
Chairman, L+M Medical Group Board of Directors

continuity of referrals to specialists in the Yale New Haven Health System

Finally, my term as Chair of the L+MMG board ends this month. It has been an honor for me to serve in this role during the past four years. I've witnessed the many hours our employed physicians have put in, serving on a number of very effective committees that have made the medical group better and improved care to our patients.

I truly appreciate and want to thank all providers in the Medical Group for all you do, in so many big and small ways. It's a level of dedication we can never fully acknowledge here. Each day, all of you, in the care you so professionally and compassionately deliver, make us proud of who we are, not just individually, but collectively, as the L+M Medical Group.

– R. Preston Lamberton, MD

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Primary Care, Access and Coordination – Our Mission for Your Health

When a patient suffering a heart attack is rushed by ambulance to L+M Hospital and his or her life is saved thanks to the superb capabilities of our Emergency Department and our emergency angioplasty team, we celebrate this as success. To be sure, we have saved a life.

But, in many ways, I consider this scenario a medical failure.

I say this because, as a country, we are so good at specialty care. Yet rewind the tape on that heart attack patient's life and where have we been? Where were we when access to important medical guidance could have lowered that patient's cholesterol and blood pressure? Where were we when advice on diet, smoking cessation and exercise could have fostered a better lifestyle and prevented the need for the life-saving heroics we do so well at L+M?

The health of any individual is impacted by many factors, to be sure, but the dynamic of expensive and invasive care for a patient who may have fallen through the medical cracks represents a model of care that we're working hard to change.

As an emergency doctor with roots in family medicine – and as president of the L+M Medical Group – I am working with my physician colleagues and the administration of L+M Healthcare to pivot our focus and help steer the ship in a new direction. Simply, in addition to our brilliant life-saving abilities, we need more primary care.

Today's medical economic realities often push physicians into specialized fields where they perform nothing short of miracles on behalf of sick patients. Regrettably, our system can undervalue our front line heroes – family physicians and primary care providers.

These are the men and women who can play a critical role in our transition, locally and nationally, to a value-based health-care model – a place where lower costs, prevention, health maintenance, chronic



Dr. Christopher Lehrach
President, L+M Medical Group

illness management and population health become the new building blocks for a healthier community and a more beneficial L+M.

Our Medical Group is realigning because we want to better meet our mission of improving the health of the region. We're doing this by hiring new family physicians and non-physician providers across all of our locations. We're making it faster and more convenient for people to see a provider, now with a continuous series of primary care offices serving each town along our shoreline.

We have offices in Old Lyme, Niantic, Waterford, New London, Groton, Mystic, Stonington and Westerly, RI. We even have an office on Fishers Island, NY. We offer extended hours and advanced access at Waterford, New London and Stonington, and additional hours and access are planned for our other locations, too.

Specialists in a variety of fields rotate through our primary care sites, including behavioral health, which is now appropriately embedded in our model of primary care, enabling providers to factor

emotional and psychological well-being into each patient's overall medical plan. And this leads me to a final point as we look ahead at 2016.

As most of you have heard, L+M is pursuing an affiliation with the Yale New Haven Health System. This affiliation, currently under regulatory review, will enhance our services across the medical continuum, enabling our patients to move in a more seamless manner from one doctor to the next.

As we recalibrate toward primary care and expand our reach to improve access, we also want the "G" in L+MMG to reign supreme. In other words, I want us to act like a group, not a loose aggregation of practices. This requires tremendous coordination. Yale is committed to helping us do this. With a switch to the industry-leading electronic medical records platform known as Epic, all data and secure patient medical information will be linked and easily shared between all providers at all locations, including L+M, Westerly and Yale-New Haven Hospitals.

Similarly, as a cultural shift, a future with enhanced ties to ties to Yale New Haven Health System means patients can be more easily referred from one doctor to another, getting the right care from the best physician in the most logical and convenient manner. It is all about coordination.

All these changes are exciting, and they highlight the way we feel as a team. We want you to come and see us. We want to usher you into a world of coordinated care that is easy, accessible and effective. We want to help you to get healthy and to stay healthy.

The progress of the L+MMG in 2015 sets us up for continued improvements and growth in 2016. As we do this, we remain focused on our mission, and we remain grateful for the opportunity to care for each of our patients – and that includes you.

– Christopher Lehrach, MD

Teamwork an Important Element in Diabetes Care

With a miscarriage in her past and then news that she had gestational diabetes, Jalpa Patel was understandably worried about her recent pregnancy and the health of her unborn child.

"I was very concerned about my baby," she explained. "There are so many complications if you have diabetes. If you have high sugars, your baby can get too big or have other problems. It was very worrisome."

But Patel took action. She immediately made an appointment with a diabetologist in the L+M Medical Group, Dr. Stephen Quevedo, who is also part of Joslin Diabetes Center, which includes a team of providers who care for patients with all types of diabetes.

Dr. Quevedo started by prescribing insulin to help control Patel's blood sugar, but the care was more holistic than simply providing a medication. "They gave me a whole plan," Patel said. "I worked with a nurse and a dietician. I had regular follow-ups every couple weeks."

Patel's dietary plan was complicated, to some extent, by the fact that she is a vegetarian, which presented a greater challenge for adequate protein and vitamin intake during her pregnancy. Deborah Peterson, MA, RD, CDE, helped analyze each aspect of Patel's daily diet, and set her up on an individualized plan to eat numerous small meals each day.

"I'd start with a good breakfast," Patel said. "I could have a two-egg omelet and one piece of toast. In the mid-morning, I would have a little peanut butter snack, or cheese or yogurt. I'd have a salad or a small sandwich for lunch, a small afternoon snack, and then, for dinner, vegetables and only a little bit of rice or bread. It was a hard diet to stick to, but it was very important."

At the same time, Patel had several ultrasound tests at L+M, to check on her



baby's development. She noticed that everyone at the hospital always knew the relevant details of her medical history.

"Everybody worked together so nicely," she said. "They always had all the information ready and there was never a problem. I'm very appreciative about that. It was very impressive how everyone worked together to help me."

Dr. Quevedo said comprehensive care for each patient is always the goal. "We evaluate each patient's weight, dietary habits and lifestyle to guide the most appropriate interventions for that individual," he explained. "Most importantly, as the baby is actually the patient, we use ultrasound estimates of the baby's fat stores to decide the most appropriate course of therapy and glucose targets. This ultrasound-based approach is indeed the only gestational diabetes therapy shown effective in world-wide randomized studies."

Gretchen Edstrom, MSN, RN, CDE, said Patel was a pleasure to work with.

"Jalpa took control of her diabetes," she said. "She always had great questions and was interested in learning about gestational diabetes care."

Gestational diabetes, Edstrom added, "can be very scary for expectant mothers. Jalpa is an excellent example of how we work together as a team. She was the most active member, and we [the doctors, APRNs, RNs, RDs and MAs] were here to educate and guide her along the way. She did all the hard work. And now she has a beautiful, healthy baby boy."

As Patel neared the end of her pregnancy, a C-section at L+M Hospital was scheduled ahead of her due date, to ensure the health of the baby. The C-section was set for September 28, but Patel began contractions a day sooner.

"I went into the hospital at about 11 a.m., and the baby came at about 2 p.m.," she said. "It was so fast. I think maybe my boy said to himself, 'You know, Mom, you've had so much to go through these last nine months, I'm going to make this part easy for you.'"

Patel's boy, Gyan Modi, was 8 pounds, 15 ounces at birth.

"Everyone was so helpful throughout," Patel said. "Dr. (Shereene) Brown delivered my baby and she was wonderful. If they had not pushed me, I think I would have given up half way through, but they were all saying 'don't give up, come on, you can do it.' It was very nice."

In summing up her care, Patel called the experience "amazing." "Dr. Quevedo and everyone in the office were so nice and so helpful," she said. "And I am so glad my baby is healthy."

What is L+M Indemnity?

L+M Healthcare consists of four clinical entities that are all well-known and extremely important to the public: L+M Hospital, Westerly Hospital, the Visiting Nurse Association of Southeastern Connecticut and the L+M Medical Group. While these are distinct entities, they have two things in common: all are involved in directly caring for patients; and, all are related to one another by virtue of being subsidiaries of a common parent organization, L+M Healthcare.

But there is actually a fifth entity under the umbrella of L+M Healthcare which does not directly care for patients, and it's called L+M Indemnity.

L+M Indemnity, formed three years ago, is, essentially, L+M Healthcare's own professional liability insurance company, created for the sole purpose of providing liability coverage – or “malpractice insurance” – for L+M Hospital, VNASC and the L+M Medical Group.

Malpractice insurance is very expensive. Yet, it remains a necessary cost of doing business for any healthcare organization. If such coverage were not in place, a hospital could potentially go out of business from just a single multi-million dollar judgment.

Most hospitals (and physicians) obtain their malpractice insurance by purchasing coverage every year from a commercial insurance company. That's what L+M did for decades.

But a growing number of hospitals and health systems have found that they can save substantial sums of money if they create and operate their own professional liability insurance company. These kinds of companies are called “insurance cap-

tives,” meaning that they are owned and controlled by the given hospital or health system.

L+M Indemnity is not unique. Many major hospitals have created their own insurance captives. Indeed, hundreds have done so, including the Harvard-affiliated teaching hospitals, Hartford Healthcare, Cleveland Clinic, Duke, Dartmouth, Yale-New Haven, University of Rochester Medical Center and the Mayo Clinic, to name just a few.

The money invested in L+M Indemnity is used exclusively to pay current claims and to prevent future claims. The fund has no other purpose. In developing and running L+M Indemnity, L+M Healthcare is upholding its commitment to operate its various entities in the most fiscally responsible way, helping to ensure that cost-effective, quality medical services are always available to the people of our region.

The money invested in L+M Indemnity is used exclusively to pay current claims and to prevent future claims. The fund has no other purpose.

The logo for L+M Indemnity features the letters "LM" in a bold, blue, sans-serif font. A red cross is positioned between the "L" and the "M". To the right of "LM", the word "Indemnity" is written in a blue, serif font.



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