

2008

Always Moving Ahead

2008 Report to the Community
Milford Regional Medical Center, Inc.



Always Moving Ahead

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During the past year, Milford Regional has been pleased to receive awards and distinctions for a wide variety of disciplines. Here are just a few...

Awarded a three-year approval with commendation by the Commission on Cancer of the American College of Surgeons

American Stroke Association
Silver Performance Achievement Award



Received the Laboratory Heroes Award and Breastfeeding Achievement Award from the Massachusetts Department of Health



Distinguished by *Worcester Business Journal* in 2008 as one of the region's Top Growth Companies and winner of the Central Mass Green Award for construction of the cancer center



We congratulate the Milford Regional staff who made these honors possible. Their pursuit of excellence is exemplary.

Fiscal year 2008 marked the end of a period of extraordinary facilities and program growth for Milford Regional's healthcare system. Over the past fifteen-plus years, numerous building expansions and upgrades were completed including a patient care addition, new surgical suites, upgraded emergency and nursing units, a comprehensive cancer center and a new cardiac catheterization laboratory. None of this growth would have been possible without the generous support and involvement of our community, and the outstanding care and services provided by our physicians, staff and volunteers.

Responsible growth will always be an important part of Milford Regional's strategy but given the volatility in the economy as well as the likelihood of major healthcare reform, our focus at Milford Regional in the near term will be on stabilizing our finances, tightening up our operations, improving patient flow and developing the long range strategic plans that will position us well for the future.

In reviewing 2008, there were several major developments and accomplishments during the year. Our new comprehensive cancer center opened in January, 2008. This past September our diagnostic cardiac catheterization laboratory became operational.

On the strategic side, our affiliated physician practice, Tri-County Medical Associates, moved forward with the implementation of an outpatient computerized medical record adding a technology that will clearly enhance patient care. New physician recruits were added in the areas of orthopedics, hand surgery, general surgery and urology. Besides the surgical specialties, there were many other important additions to the medical staff including critical care pulmonologists, nephrologists, emergency medicine physicians, a pain management specialist and several new hospitalists. The additional hospitalists allowed our hospitalist program to expand to 24/7 coverage for Tri-County physicians. During fiscal year 2009, the program will be further expanded to cover all physicians.

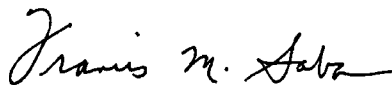
There were also several significant developments at both the governance and management levels. In the governance area, the bylaws of our three corporations (Milford Regional Medical Center, Tri-County Medical Associates, Milford Regional Healthcare Foundation) were revised and a new board of trustees was approved for Tri-County. The Healthcare Foundation was strengthened and a new vice president for philanthropy was recruited. On the management side, a major

reorganization occurred with the position of chief executive officer redefined for the purpose of having the position focus on system oversight and external/strategic relations, and a new position of president for the Medical Center was created.

During the past year our system continued to build on existing partnerships while adding new ones. Our affiliations with UMass Memorial Health Care, Dana-Farber/Brigham and Women's Cancer Center and the Reproductive Science Center in Waltham allowed our system to continue to provide superb educational experiences for medical students and residents and to further expand our programs and services in cancer care, pediatrics, and women's health.

As the major healthcare provider in this region, Milford Regional has also partnered with the Milford Senior Center, Blackstone Valley Technical High School, Dean College and various community organizations that care for both our adolescent and underserved populations, to improve the health of seniors, young adults and the disadvantaged.

Through the collective efforts of many dedicated community volunteers including our trustees, and our talented medical staff along with our hospital, physician office and home health staffs, Milford Regional has evolved into one of the finest regional healthcare systems in the state. This annual report is an opportunity to highlight some of the programs that have helped us achieve this level of excellence, to express our gratitude to our community and to recognize the physicians, staff and volunteers for their outstanding commitment to our organization.



Francis M. Saba

CEO / Milford Regional Medical Center, Inc.



Roger V. Calarese
Chairman, Milford Regional
Medical Center, Inc.



Francis M. Saba
CEO, Milford Regional
Medical Center, Inc.



Albert A. Crimaldi, MD, PhD
President of the Medical Staff,
Milford Regional Medical Center, Inc.



Cardiac catheterization brings the gold standard of care in cardiac diagnostics to Milford Regional.

Cardiovascular Expansion The year 2008 marked the opening of Milford Regional's Cardiac Catheterization Laboratory, a \$3 million investment that reflects the gold standard against which all other coronary diagnostic tests are measured. The volume of patients relying on Milford Regional for cardiac care has grown exponentially over the past decade, a testament to the department's continual pursuit of excellence in diagnostics, treatment and rehabilitation.

The opening of the Cardiac Catheterization Laboratory allows our cardiology team to provide the clearest look at the coronary arteries, which are not visible on traditional X-ray. It is used to evaluate the pumping ability of the heart, the functioning of heart valves, and measures the pressures within the heart. It helps diagnose the location and severity of blockages, narrowing of the arteries, coronary artery disease, defective heart valves, congenital heart defects and disease of the heart muscle.

Milford Regional's new Cardiac Catheterization Laboratory provides the very latest in all digital cardiovascular and interventional X-ray imaging to accommodate the Medical Center's current diagnostic needs, as well as future plans to perform minimally invasive treatments such as angioplasty.

This FY 2008 advancement exemplifies the Medical Center's commitment to always move ahead in addressing the community's most important healthcare needs.

State-of-the-art diagnostics and experienced, highly qualified cardiologists are an unbeatable combination at Milford Regional. Pictured is William J. Shine, MD, medical director of the Cardiac Catheterization Laboratory.



Orthopedics To address high demand for additional physicians experienced in sports medicine and orthopedic surgery, Milford Regional's stellar team expanded in FY 2008 to include physicians who have cared for the New York Jets, New York Islanders and New England's own Boston Red Sox.

Michael A. Vazquez, MD, has joined Mulroy Orthopaedic Surgery and Sports Medicine located in Milford. During his year-long medical fellowship in New York City, he worked alongside team physicians providing care to the New York Jets and New York Islanders.

Brian D. Busconi, MD, the Boston Red Sox assistant medical director for Minor League Player Development and chief of the Division of Sports Medicine and Arthroscopy at UMass Memorial Health Care, and Amy E. Abbot, MD, whose fellowship training under Dr. Busconi included treating local college athletes and Red Sox minor league players, have also joined Milford Regional's active medical staff. Their newly expanded practice, UMass Memorial Orthopedics at Milford, is conveniently located in Milford.

Pain Management In addition to enhancements in various departments during FY 2008, Milford Regional addressed a critical need in the community with the addition of Stuart Dunbar, MD, who is board certified in Anesthesiology and Pain Management. Dr. Dunbar expanded his practice, Pain Specialists of New England, with a new office location in Milford. Through medication, pain techniques, and psychological treatments, patients who experience pain that persist for more than six months now have easy access to Dr. Dunbar's specialized care. His expertise has already made a significant difference in the Milford Regional community for those living with chronic pain due to back problems, nerve damage and many other conditions.



Moving easier! Janienne Kaczor of Blackstone finds playing with her sons, Dylan and Nathan, to be much easier since she found relief from chronic low back pain under the care of pain specialist Stuart Dunbar, MD.

Pulmonary Care Milford Regional added depth to its pulmonary health team in FY 2008, with the expansion of Tri-County Medical Associates' Lung, Allergy & Sleep Specialists in Hopedale. Michael McCormick, MD, board certified in Pulmonary and Critical Care as well as Allergy and Immunology, and Theresa Glidden, MD, 2005 winner of Milford Regional's Outstanding Senior Resident Award, joined the team. This expansion provides expedited care for pulmonary patients and enhances critical care to inpatients at Milford Regional.

Always Moving Ahead



Moving on! Following a sports injury incurred while playing Pop Warner football, 13-year-old Tom Aitken of Hopkinton benefits from the expert care provided by the expanding list of orthopedic specialists on Milford Regional's active medical staff.



Moving fully! 69-year-old George Gustin of Framingham, a school bus driver, could not be happier with the regained mobility he experienced following hand surgery at Milford Regional or the outstanding care he received by Milford Regional staff.

Hand Surgery Patient demand for the expertise provided by the hand surgeons from New England Hand Associates generated expansion on two fronts in FY 2008. The practice added another hand surgeon, Jeffrey F. Dietz, MD, as well as a new office in Milford. The team of three physicians, all members of Milford Regional's active medical staff, treat all aspects of upper extremity injuries or afflictions, fractures of the fingers or wrist, trigger digits, carpal tunnel syndrome, other nerve entrapment disorders, arm or wrist arthritis, shoulder pain and rotator cuff injuries, and fractures or other conditions of the elbow. This expansion allows quicker and more convenient access to their specialized care for patients in the Milford Regional service area.

Emergency Care Milford Regional continues to have one of the busiest emergency departments in Central Massachusetts, serving 55,742 patients in FY 2008. To accommodate the needs of a growing service area with the very best around-the-clock emergency care provided by board certified physicians and highly credentialed nurses requires an ever-expanding personnel base. This year two new physicians joined the staff, James M. Courtney, MD, and Eric J. Goedecke, MD, both board certified in Emergency Medicine. Dr. Courtney's special interest in medical toxicology brings added depth to the department, while Dr. Goedecke's fluency in Spanish enhances care to our Spanish speaking patients.

Hospitalist Program Inpatients benefitted in FY 2008 from Milford Regional's expanding hospitalist program, which is overseen by the Medical Center's multi-specialty physician practice group, Tri-County Medical Associates (TCMA). This, the fastest-growing medical specialty in the United States, refers to in-house physicians who are solely responsible for overseeing inpatient care. Currently, the program offers around-the-clock coverage for all TCMA patients. While in constant communication with a patient's primary care physician, hospitalists provide immediate, expert care. This continuous access to physicians eliminates the need for nursing staff to wait for a patient's personal physician to be on site or receive phone calls. Hospitalists are able to answer staff and patient questions, reassess if there is a sudden change in a patient's status, review test results quickly and prescribe treatment to ensure an inpatient continuum of medical care previously unavailable. While seven new hospitalists were added in FY 2008 to accommodate TCMA patients, future expansion will provide this valuable service to inpatients of all the Medical Center's primary care physician practices.



Moving forward! In-house patients benefit from the immediate, expert care provided by Milford Regional's growing hospitalist program. Pictured is Tina Robakiewicz, MD, medical director of Tri-County Medical Associates' hospitalist program, with patient Henry Peters of Grafton.

Outreach through Collaboration

Milford Regional has keenly identified healthcare needs in the community and worked to address them for more than a century.

As our community evolves, the requirements for diagnostics, treatment and wellness initiatives lead us to new partnerships and collaborative efforts to best address these needs. We are proud of the work that has propelled us ahead in this arena in FY 2008.

Strategic Partnerships Milford Regional has attracted the attention and respect of some of the region's finest medical facilities. **Dana-Farber/Brigham and Women's Cancer Center** partnered with Milford Regional to open the Cancer Center at Milford Regional in January 2008. The response from the community has been overwhelming to this collaboration which has brought world renowned cancer care close to home.

Our continued affiliation with **University of Massachusetts Medical School** and **UMass Memorial Health Care** has allowed us to mentor some of the areas finest young Internal, Family, and Emergency Medicine physicians, many of whom join our Medical Center upon completion of their training. This partnership has also provided local access to on-site specialists in sub-specialties such as perinatology, geneticist, pediatric urology and pediatric cardiology. UMass Memorial also provides pediatric medicine professionals to staff KidCare PM, our after-hours pediatric service at Milford Regional.

In addition, our partnership with **Reproductive Science Center** supports the on-site infertility services clinic located at Milford Regional. Through this relationship with some of the field's reproductive pioneers, the Medical Center has been able to help hundreds of couples conceive.

Community Initiatives Milford Regional launched a partnership with the **Milford Senior Center** in FY 2008 to expand programming that enhances the health and well being of seniors throughout our service area. Programming, which was once done independently at both locations, is now offered exclusively at the Senior Center where the potential for new programs is possible due to the facility's size and capacity. The partnership offers a well-rounded approach to senior's overall health including education as well as exercise. Guest speakers are scheduled throughout the year to discuss pertinent health related topics and a whole variety of exercise classes are offered to meet seniors' individual needs and interests. Seniors who choose to remain or become members of Milford Regional's popular senior program, Society for Healthy Living, (now renamed Living Well) still enjoy the inpatient benefits offered previously.

In FY 2008, Milford Regional's **Hand-Washing Campaign** addressed a very important public health issue in the community. As part of a statewide health initiative to prevent the spread of infection, healthcare facilities took internal preventative measures such as the installation of hand cleaning devices outside rooms. Milford Regional decided to take this initiative one step further and reach out to the community through a collaboration with the Community Newspaper Company as well as local elementary and middle schools. The Medical Center's Performance Improvement/Risk Management; Infection Prevention; and Public Relations and Marketing Departments developed a comprehensive campaign to get the word out to adults and children

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Moving together! From newly conceived infants to our senior population, the entire community benefits from Milford Regional's growing partnerships. (upper left photo) Mothers Jennifer Hogarty (left) of Milford and Cheryl MacNeil of Medway relish time with their special "gifts of life," (left to right) infant Sarah Hogarty, Caitlin MacNeil and Emma Hogarty who were all conceived with assistance from Infertility Services at Milford Regional, a partnership with Reproductive Science Center. (bottom left photo) Andrew Chang of Franklin proudly displays his winning poster in the hand-washing poster contest, a collaboration of Milford Regional with Community Newspaper Company. (bottom right photo) Seniors Irma Medin and Shirley White of Milford build their strength and health at the Milford Senior Center, where a new partnership with Milford Regional promises expanded programming.

within the service area. The campaign promoted awareness through lectures on MRSA and preventing the spread of infection, as well as coloring and poster contests with all elementary and middle schools in our service area sponsored by Community Newspaper Company.

Adolescent health was also on the forefront in 2008 through the efforts of an **Adolescent Task Force**, the brainchild of Darlene Vittori-Marsell, APRN, BC, PNP, and Nupur Gupta, MD, MPH, of Tri-County Medical Associates' (TCMA) Center for Adolescent Health. Co-chaired by Anthony Consigli, a member of the Milford Regional Healthcare Foundation, the task force includes local government officials, as well as members of educational, counseling, healthcare, law enforcement, charitable and community outreach organizations. The result of a regional assessment was to initiate measures to improve access to mental health for adolescents and develop a Web site that serves as a clearinghouse for resources available to adolescents and their families.

Continuing our outreach to a younger patient population, Milford Regional was an integral partner in both the School-Based Health Center at **Blackstone Valley Regional Vocational Technical High School** in Upton and **Dean College's Wellness Center** in Franklin. Between these two facilities, Milford Regional and TCMA helps more than 1000 students gain access to valuable health and nutrition services.

As part of Milford Regional's mission to address the healthcare needs of all local residents, the Medical Center, in conjunction with our interpreter services program and VNA, has been striving to establish a relationship of trust with members of the underserved Ecuadorian population in our area over the past year as part of the **Causana Coalition**. Working alongside state and community health and language organizations, local medical clinics and physicians, MetroWest Community Health Care Foundation, Massachusetts Department of Public Health and members of the Ecuadorian community, Milford Regional is focused on improving accessibility to healthcare for this immigrant population.

Milford Regional Medical Center, Inc.

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Milford Regional Medical Center, Inc. (Consolidated)
Year Ended September 30, 2007 and 2008

Statement of Revenues and Expenses

	2007 Audited	2008 Audited
Total Operating Revenue	200,621,790	208,814,739
Salaries, Wages & Benefits	111,987,475	121,529,397
Supplies & Expenses	57,182,103	57,002,742
Depreciation	7,596,903	8,958,068
Interest	3,234,953	4,226,849
Bad Debt & Free Care	14,204,538	13,708,414
Uncompensated Care Pool Assessment	2,235,678	2,264,814
Total Operating Expenses	196,441,650	207,690,284
Income from Operations	4,180,140	1,124,455
Non-Operating Revenue	1,510,185	3,584,579
Total Income (Operating & Non-Operating)	5,690,325	4,709,034

Service to the Community

	2007	2008
Inpatient Discharges / Observation Stays	12,384	12,711
Average Length of Stay	3.90	4.00
Day Surgery Visits	4,794	4,706
Emergency Room Visits	52,330	55,742
Outpatient Visits	207,017	221,727
Cardiac Rehab Visits	29,941	28,636
Total Volunteer Hours	39,790	32,391
VNA Visits	77,937	76,874

This annual report is a publication of the Milford Regional Public Relations and Marketing Department.

Terri L. McDonald
Director of Public Relations & Marketing

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