This year brought many positive accomplishments, events, and one large road block change! After spending many years as the Medical Staff President, Dr. Dougald MaArthur, our orthopedic surgeon, was called to active duty in the army. As a result, the Medical Staff was required to search for a new surgeon to serve in his place. Dr. Bogdan Czajkowski was selected as the new Medical Staff President, and has joined the Medical Staff as of this date.

In keeping with the theme of this year’s Annual Report, the construction of the Emergency Room System to deliver appropriate primary care, transitional long-term care, and support functions such as health education and community outreach services.

To improve the health status of the population, we serve, through leadership and through collaboration with other healthcare organizations that serve our communities.

To provide caring, compassionate, quality healthcare to the residents of our service area.

This initiative was started last year and continues this year under Strategic Planning. It was the transition of Bradford Health Services (a Cottage practice) to Little Rivers Health Care, which is made up of Wells River Clinic, Bradford Health Services and Valley Health Center of Corinth. They also can provide services that the hospital could not provide, such as reduced cost medication programs, reduced prices for medications for those with drug plan and some better coordination through outpatient services and case management.

We have welcomed Irene Hadley, Associate Chief Nursing Officer, who has been on staff at Wells River Clinic since 2006, and is also welcomed. Colleen A. Holley, RN, JD is who is directing the Emergency Room, ICU, Respiratory Therapy & Risk Management. Scott Pottsma, PT, MBA, joined us in September as our new Rehab Manager, responsible for PT, OT and Cardiac Rehab. John McIntyre, MT joined us as Laboratory Director.

The Medical Staff has had an active year recruiting several new physicians and ancillary staff. Dr. Andrew Goodwin has joined us as our Ophthalmologist, whose practice has grown so large at Central VT Medical Center. New Social Workers and Counselors will add much needed support functions such as health education and community outreach services.

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STATEMENT OF FINANCES

FY 2006 EXPENSES

<table>
<thead>
<tr>
<th>ASSETS</th>
<th>2007</th>
<th>2006</th>
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<tbody>
<tr>
<td>Current Assets</td>
<td>$4,390,960</td>
<td>$5,036,931</td>
</tr>
<tr>
<td>Assets Whose Use Is Limited</td>
<td>$7,922,229</td>
<td>$9,511,322</td>
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<tr>
<td>Property, Plant &amp; Equipment</td>
<td>$9,577,865</td>
<td>$7,237,928</td>
</tr>
<tr>
<td>Other Assets</td>
<td>$301,275</td>
<td>$333,741</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$22,192,329</strong></td>
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<th>LIABILITIES</th>
<th>2007</th>
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<td>Current Liabilities</td>
<td>$2,447,278</td>
<td>$2,276,137</td>
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<tr>
<td>Long Term Debt</td>
<td>$7,759,259</td>
<td>$8,004,154</td>
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<tr>
<td>Retirement &amp; Deferred Compensation</td>
<td>$926,402</td>
<td>$752,247</td>
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<tr>
<td>Net Assets/Deferred Revenue</td>
<td>$11,059,390</td>
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STATEMENT OF ACTIVITIES

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<tr>
<th>UNRESTRICTED REVENUES</th>
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<td>Salaries, Physician Fees &amp; Benefits</td>
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<td>Supplies &amp; Other</td>
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<tr>
<td>Depreciation</td>
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<td>Interest</td>
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<tr>
<td>Provision For Bad Debt</td>
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The Community Benefit report is a description of Cottage Hospital's activities that intend to address our community's access to quality healthcare regardless of financial ability. The following is a summary of Cottage Hospital's charity care, contributions, and financial support of community-based programs in Fiscal Year 2007.

Summary of Community Benefits for 2007

| Total Actual Operating Expenses in FY 2007: | $24,597,565 |
| Total Actual Charity Care in 2007: | $1,149,362 |
| Uncollected/Unassigned Bad Debt: | $1,100,924 |
| Disproportionate Share Hospital Program (DSH) | $1,331,421 |
| Recruitment & Loan Repayment | $47,643 |
| Community Education & Outreach | $107,542 |
| Health Education Materials | $50,000 |
| Radio Health Minutes | $85,501 |
| Prenatal Education | $47,504 |
| Prostate Cancer Screening | $10,501 |
| Breast Cancer Awareness Education | $50,000 |
| Diabetes Education & Support | $50,000 |
| Cancer Support Group | $47,504 |
| Hospital Scholarship Programs | $50,000 |
| Regional Support | $385,501 |
| NH Foundation for Healthy Communities | $50,000 |
| North Country Health Consortium | $50,000 |
| Grant Support of Little Rivers Health Care (FQHC) | $50,000 |
| Grant Support of ACIS | $50,000 |
| Rural Health Coalition (Lab Tech Scholarship) | $50,000 |
| Regional Dental Task Force | $50,000 |
| Emergency Preparedness Activities | $50,000 |
| EMS Grant | $50,000 |
| Oral/Community Health Grants | $50,000 |
| Other Community Outreach Programs | $6,629 |
| Asthma/Smoking Clinic | $50,000 |
| Flu Clinic | $50,000 |
| Newborn Screenings | $50,000 |
| Exercise Training | $50,000 |
| **Total Community Benefits for 2007** | **$1,936,736** |
Cottage Hospital is pleased to announce the completion of a successful expansion and renovation project for our patients. In 2006, Cottage Hospital closed on a $7.6 million bond refinance, which, among other benefits, provided the hospital close to $4 million to complete this exciting construction project. This project was determined as a need during the hospital's most recent strategic planning process due to the rapid growth of outpatient services in the community.

Upon completion of our new 9,300 square foot addition in January 2007, Cottage Hospital began internal renovations, which are now complete. The purpose of the new building is to allow non-clinical personnel to move out of their previous office space, freeing up valuable clinical space for the outpatient departments of Day Surgery, Pain Management, Laboratory, and Radiology. Much of the hospital's patient care is provided through outpatient services, and this renovation will benefit those growing areas and their patients greatly.

The greatest benefit of this project to patients and staff is additional space. The affected departments have gained clinical, reception and waiting space, all of which offer more privacy for patients. The hospital's added clinical space has also unified clinical areas. An example of this is the new women's imaging suite, which has brought the current services of ultrasound, mammography and bone densitometry all into one private area of the hospital's Radiology Department.
HONORED EMPLOYEES

Bonnie Henson, Employee of the 1st Quarter & Employee of the Year, 2006.
Bonnie has worked in almost all nursing departments of the hospital since she began in 1977. She currently works as a Registered Nurse in the Birthing Center. Bonnie is a wonderful preceptor and mentor, a patient teacher and a wealth of knowledge.

Bonnie Henson

Inn Kurit, RN, Employee of the 2nd Quarter, 2006
Inn began working for Cottage Hospital in 2004 after coming to the United States from the Philippines. He works as a Registered Nurse in the Emergency Department. Inn’s positive attitude and warm smile is infectious. He is always willing to help others and is truly a role model.

Inn Kurit RN

Wendy Chace—Employee of the 3rd Quarter, 2006
Wendy began working for Cottage Hospital in 2002 as a Housekeeping Aide. One year later, she transferred to Surgical Services, first as the Operating Room Support Tech and then to Central Supply. Her responsibilities to provide sterile instrumentation are vital to the successful operation of the hospital and clinics.

Wendy Chace

Scott Schafer, Employee of the 4th Quarter, 2006
Scott works as Application Support Analyst in our M.I.S. Department and has done a fantastic job organizing our Super Users Group at Cottage. His interest in computer training and his enthusiasm for everything at Cottage is infectious. Scott is often the first to volunteer to help out during the hospital’s special events.

Scott Schafer

Lori Thompson

Controller
Recipient of the 2007 Chairman’s Award for Excellence

DISTINGUISHED SERVICE RECOGNITION

10 Years: Susan Demick, LNA Theresa Green, RT Karen Hazz James Newscomb, COTA Sherry Smith
15 Years: Jeanette Brown Reginald Lavoie, CEO
25 Years: Pauline Marvin, RT Donald Stapfied Helen Torrey Lois Zambon
30 Years: Del Ashley Bonnie Henson, RN Delh Winchester, RN
35 Years: David Eames, RN
40 Years: Patricia Smith, RT

ALSO RECOGNIZED WERE THE FOLLOWING PHYSICIANS:

10 Years: Christopher Danielson, D.O.
15 Years: David Fagan, M.D.
10 Years: Patricia Pirri, M.D.
26 Years: Russell Williams, M.D.
29 Years: Kenneth S. Danielson, M.D. Keith Fortier, M.D.
30 Years: Mark S. Harris, M.D. Gerald J. Lyons, M.D.
32 Years: David K. Frechette, M.D.

The Cottage Hospital Auxiliary’s mission is supporting and enhancing the hospital’s facilities, programs, and services. Through various fundraisers and other activities, we support ongoing programs, provide funds for new equipment or special needs, and help to make the hospital a more welcoming and efficient operation. Among our regular fundraising activities are staffing the Coffee Break on I-91 north of Bradford, Vermont one weekend each fall; hosting a Books Are Fun sale twice a year; providing carnations for Breast Cancer Month; baking pies, breads, and lots of goodies for an in-house sale the day before Thanksgiving; producing Christmas Stockings large enough to make special ‘go-home’ attire for new babies in December; sponsoring a Memory Tree outside with white lights and inside with a bulletin board with red balls labeled with the name of each designer at Christmas time and also decorating hospital areas with trees, wreaths, etc.

In the spring, we have an Easter Dinner Baskets raffle which provides the winner with a large basket with all the ingredients for an Easter Dinner for six. The second Books Are Fun sale in April is popular with those looking for Mother’s Day or graduation gifts.

Our biggest fund raiser is the Annual Golf Tournament the third Saturday in August. With the generosity of many businesses in the communities that the hospital serves and other companies the hospital deals with throughout the year, the faithful support of staff, and other individuals who sponsor teams, tees, greens, and for whatever else we come begging; this activity has grown and become a real pleasure. It was quite a challenge when we first started six years ago, but now even our non-playing, non-golf-knowledgeable members have become comfortable staffing the tournament and enjoy it. Funds have been used for quite different items. Among them have been refurbishing the décor and furniture in the Family Room of the Birthing Center, adding new wider wheel chairs, a special GYN stretcher for the Emergency department, and a special piece of equipment in the Operating Room.

Occasionally, we have guest speakers at a meeting and have learned about painting from one of the artists whose work was displayed in The Gallery; heard about experiences of the local Guard Unit when they went to help after the hurricanes, received suggestions and advice from a doctor and her nurse on activities to ward off Cabin Fever during a New Hampshire winter, learned about making small planter gardens with lots of ideas for their contents, and various other topics.

Membership in the Auxiliary is open to anyone—women or men. Call the hospital or one of the officers and we will be glad to tell you more. Several of our members work regularly as non-golf- knowledgeable members and join us in any activity that interests you.

Auxiliary Report

The First Place Winners in the 5th Annual Golf Tournament were Mike Smart, Glenn Longley, Dennis Strange, and Tyler Card on the Wells River Pharmacy Team - a five year supporter of our tournament.
ANNUAL APPEAL DONORS

Dear Friends of Cottage Hospital,

With the help of your kind donations, Cottage Hospital's 2007 annual campaign reached a total of $43,290. The gifts we receive this year enable us to purchase several new patient beds for our busy Medical-Surgical Unit.

Thank you to all who contributed donations, whether small or large, to this campaign. The community's support continues to provide further evidence of widespread support Cottage Hospital continues to receive from the people we serve.

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Leeds Ackerman
Appendix

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## MEMORIAL DONORS (10/06-9/07)

**DONATIONS WERE MADE IN MEMORY OF THE FOLLOWING INDIVIDUALS:**

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<tr>
<th>Gordon Phelps</th>
<th>Laurent Fournier</th>
<th>Thomas J. McCabe</th>
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<tr>
<td>Designated for Intensive Care Unit</td>
<td>Designated for Memorial Fund</td>
<td>Designated for Memorial Fund</td>
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<td>Alberta Fraser</td>
<td>Donald Rathburn</td>
<td>Joyce H. Hood</td>
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<tr>
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**MEMORIAL FUNDS WERE DONATED BY THE FOLLOWING INDIVIDUALS:**

<table>
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<tr>
<th>Adele Ashley</th>
<th>Armand J. &amp; Beverly A. Fortier</th>
<th>Haverhill VFW Post #5245</th>
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<tr>
<td>Robert E. &amp; Debra Bruning</td>
<td>Bruno &amp; Alice Fournier</td>
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<td>Seth &amp; Angela Hebert</td>
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<td>Gilmour Ford</td>
<td>Everdene A. Hood</td>
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<td>Grafton County 4-H Leaders Assoc.</td>
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<td>Harold J. &amp; Teresa A. Graham</td>
<td>Homer H., Sr. &amp; Lodoiska</td>
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<td>Jean McPhee</td>
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90 Swiftwater Road
P.O. Box 2001
Woodsville, NH 03785-2001

Quality care, close to home