I was treated very good during my surgery in all aspects. I do think that everyone at Cottage Hospital is very concerned and caring for the patients and their families. I was very pleased with everything. Services and care left fond memories of Cottage Hospital. Thank you. I was very pleased with my care. I received the finest care. I was also pleased with the cleanliness. Thank you all so much for a pleasant stay. I’m doing absolutely wonderful. Cottage Hospital has been my first choice since I was born 76 years ago! The hospital and the staff are wonderful. We were from out of town when our 6 year old needed emergency surgery. I felt it from every staff member and it showed in the exceptional care I received. I hope your employees know this is a great place. This hospital was outstanding. Your staff was very concerned for our needs and our son’s needs – thanks. I would highly recommend you to anyone. My Nursing care was great. I was very impressed with all services. Thank you very much. The Birthing Center at Cottage Hospital is the best in our area. My stay was long but everyone was so nice to me and helped find the answer that helped me to get on the right treatments. A ten. Overall care was excellent – Thanks to all who cared for me. All your nurses need a big hug and a pat on the back. I can not begin to express my gratitude for a job well done by all. Everyone went the extra mile. Thank you. I prefer the care I receive at Cottage over any other hospital. The professional and caring treatment by everyone has made the process of this disease much easier to deal with by me and my family. The people couldn’t have done a better job. The nurses on all shifts were excellent. The Birthing Center was very good. Your health. Your hospital. Your community. Your staff is the highest quality. I would recommend it to someone else. All Departments were exceptional, from pre-surgery admission to discharge. Keep up the good work. I received excellent care from a wonderful staff. I have never had better treatment in any hospital. All your nurses, and all other staff, were excellent. Everything was great. The whole nursing staff and Dr. Lawrence were exceptional. Thanks very much for everything you did. The doctors and staff were all caring and professional. This is the way people with an illness should be treated: with courtesy, respect, efficiency. I was really happy with the care and service. Better than most. I greatly appreciate the care given to me. Thank you very much. Everything was very good. The personal care at Cottage is outstanding. You have a good nursing staff. Couldn’t ask for any better. Birthing Center Nurses are fantastic. I could not have been more impressed by the staff. Everyone was so kind and compassionate. Thank you very much. I would highly recommend Cottage Hospital. Excellent Care. I would recommend it over any other. The Birthing Center is a very good place to have a baby. The whole hospital is great. My first choice as to a hospital to stay in. Many thanks to the staff in Day...
Leadership Report

“We expect 2009 to be a year full of promise and we hope that we can continue to serve you, our community, as we have for over 100 years. At Cottage Hospital our number one goal is to provide our community with compassionate and quality care...close to home!”

A year of progress. Cottage Hospital has attained many goals on behalf of the communities that we serve. First, we are happy to report that we completed all construction related to the renovations, and everyone is situated and operating out of their newly designed space. An Open House was held for the community and it was very well attended. We provided guided tours and received many positive comments with regard to the new space.

Financially we were able to rebound from our last year’s negative performance, having achieved an approximate $250,000 gain from operations. We invested $3,291,716 in improvements to the facility and added equipment to the hospital.

A year of opportunities. We also leased an important piece of equipment called PYXIS to store and distribute medications in various locations throughout the hospital. PYXIS is designed to improve patient medication safety processes, keep an electronic record of medication administration, and to cross charges over to our fiscal billing processes, which helps improve the efficiency of our business processes, and maintain an electronic record of medications in the patients’ electronic health records.

We also began a Telepharmacy program, which will enable our patients the benefit of a Pharmacist to look over medication orders after hours when our Pharmacy is closed. This is an added layer of protection for our patients.

We continued our expansion towards a full patient electronic health record in some other areas, as well. Physicians can now access the electronic record from their homes or offices. In and outpatient records can be reviewed, and we have begun a new program that will enable physicians to electronically sign those medical records so that they do not have to come into the hospital to review the charts. This is intended to make them more efficient, and allow them to start to process orders as well as sign records from wherever they can access the information. We estimate that 75 to 80% of the patient’s record is now electronic, and our goal is to achieve a full electronic record within the next two years.

We have changed and upgraded our Teleradiology service by a partnership with Spectrum Medical Group, P.A. Spectrum is the academic practice arm of Maine Medical Center and provides Teleradiology services for the majority of the hospitals in Maine and several in New Hampshire. Their credentials are impressive and we are looking forward to this venture.

We have had some changes in our leadership roles. Nicole Houston has been promoted to the Director of the Emergency Department and Intensive Care Unit. We have welcomed Gerry Graham as our new Chief Human Resources Officer, Maryanne Aldrich, who is our new Director of Community Relations & Fund Development and Jeanine Price as Director of the Birthing Center.

The Medical Staff has had an active year, recruiting new physicians and ancillary staff. Dr. Jessie Reynolds is a new Family Medicine practitioner, specializing in Obstetrics with Little Rivers Health Care in Bradford, and Ammonoosuc Community Health Services welcomed a long time local Alexandria Noble, as a new Family Advanced Nurse Practitioner.

We are very proud of our website that underwent quite a renovation, creating a more user-friendly site with up-to-date information, news releases, a calendar of events and resources for our community. You can visit the site at www.cottagehospital.org.

A year of challenges. The Strategic Planning Committee has had an eventful year as we are updating our Community Benefit Plan. This document truly serves as the road map for determining what our community perceives the needs to be. We talked with many key leaders throughout the hospital and community, and had three community focus groups to help us look at the community needs. Where we can, we will use these ideas as a part of our basic strategic plan. If the hospital cannot achieve all of the community’s needs and requests, we will collaborate with other providers where possible to improve those services.

The Medical Staff and all departments within the hospital have worked hard to identify and improve quality here at the hospital. Our Core Measures improved considerably this year. We are reviewing all medication errors, all infections, and all unusual events to determine how we can prevent errors systemically.

We expect 2009 to be a year full of promise and we hope that we can continue to serve you, our community, as we have for over 100 years. At Cottage Hospital our number one goal is to provide our community with compassionate and quality care...close to home!

Reginald J. Lavoie
Administrator, Cottage Hospital
“Cottage Hospital is the best place for healing that I have ever been, everyone seems to be happy here!”

—John Lord, Groton, VT

Officers of Cottage Hospital, Inc.
Loren L. Solnit, MD..........President
Archie Steenburgh..........Vice-President
Judith V. Gandin ..........Clerk

Officers of Board of Trustees
Stephan A. Elliott ..........Chair
Gene S. Cesari, Ph.D. .....Vice Chair
Storme Odell...............Secretary
Abigail S. Kennedy..........Treasurer

Members of Board of Trustees
Charles E. Barry..............North Haverhill, NH
Gene S. Cesari, PhD.........Newbury, VT
Lora O. Chatfield, RN ......Bradford, VT
Julie Clough .....................North Haverhill, NH
Stephan A. Elliott..........South Ryegate, VT
Bobby-Ann Fearon..........Monroe, NH
Kelly Fitzpatrick ..........Piermont, NH
Abigail S. Kennedy........Bath, NH
Kenneth R. Kinder.........Pike, NH
Mary Jo Locke ..........Monroe, NH
Storme Odell...............Bradford, VT
Gail Tomlinson, RN ........Landaff, NH

Ex-Officio Members
Peter B. Sahlin, MD.........Med. Staff President
Loren L. Solnit, MD.........Corporate President
Gerald J. Lyons, Jr., MD.....Med. Staff Secretary

Trustees of Trust Funds
Nelson S. Baker
Charles E. Barry
Francis X. Collins
Stuart D. Pompian
Medical Staff

“Being able to look into patients’ eyes and confidently and sympathetically understand and communicate with them is an amazing thing.”
—John Eppolito Jr., Emergency Department Medical Director

PRESIDENT
Peter B. Sahlin, MD Radiology

VICE PRESIDENT
Melanie C. Lawrence, MD Family Medicine & Obstetrics

SECRETARY
Gerald J. Lyons, Jr, MD Emergency Medicine & Gastroenterology

Physicians & Providers
Claire E. Bolon, MD Pediatrics
James D. Bovienzo, DO Emergency Medicine
Garrett C. Caputo, MD Emergency Medicine
Andrew L. Chen, MD Orthopedics
Armando Ciampa, MD Pathology
Kevin J. Connolly, MD, Internal Medicine & Infectious Disease
Priscilla S. Connolly, MD, Internal Medicine
Christopher S. Danielson, DO General & Vascular Surgery
Kenneth S. Danielson, MD General, Vascular & Pediatric Surgery
Linda S. DeFrahnn, DO Family Medicine
Konstantin H. Dragnev, MD Hematology/Oncology
John A. Eppolito, Jr., MD, Emergency Medicine
David S. Fagan, MD Internal Medicine
Keith Fortier, MD Gynecology
Stephen H. Genereaux, MD Family Medicine & Obstetrics, Emergency Medicine
Victor Gennaro, DO Orthopedics
Pamela C. Gibson, MD Pathology
Andrew J. Goodwin, MD Pathology
Jeffrey A. Hanissian, MD Emergency Medicine
Mark S. Harris, MD Pediatrics
Fay F. Homan, MD Family Medicine & Obstetrics
Lon W. Howard, MD Orthopedics
Richard P. Hudson, DO Emergency Medicine
Robert J. Jauch, MD Otolaryngology
Kevin P. Killeen, MD Urology
Denis J. Lamontagne, DPM Podiatry
Melanie C. Lawrence, MD Family Medicine & Obstetrics
Gerald J. Lyons, Jr., MD Emergency Medicine & Gastroenterology
Dougald F. MacArthur, DO Orthopedics
Alex G. Medicott, III, MD Emergency Medicine
Anil K. Mukerjee, MD Cardiology
David L. Nelson, DO Family Medicine
Emil H. Pollak, Jr., MD Cardiology
Patricia M. Pratt, MD Internal Medicine

New providers (from left)
Alexandria L. Noble, ARNP and Jessie Reynolds, MD

Deane E. Rankin, MD Otolaryngology
Jessie Reynolds, MD Family Medicine & Obstetrics
Peter B. Sahlin, MD Radiology
Marlene S. Sarkis, MD Internal Medicine
John P. Sauter, MD Obstetrics & Gynecology
Charles M. Sawyer, MD Emergency Medicine
Aaron D. Solnit, MD Family Medicine & Obstetrics, Emergency Medicine
Loren L. Solnit, MD Pediatrics
Mary E. Tang, MD Pathology
Gopalan Umashankar, MD Neurology
Russell S. Williams, MD Radiology
Sarah P. Young Xu, MD Family Medicine & Obstetrics
Rebecca L. Yukica, DO Pediatrics

Emeritus
Stanley N. Teale, MD Cardiology
Harry M. Rowe, MD Family Medicine

Non-Physician Providers
Gregory R. Aprilliano, CRNA Nurse Anesthetist
Holly D. Blodgett, NP-C Orthopedics Nurse Practitioner
Maureen B. Boardman, ARNP Family Nurse Practitioner
Marlene M. Bristol, FNP CNOR Family Nurse Practitioner
Lili T. Cargill, ARNP Adult & Psych Nurse Practitioner
Peter R. Frazer, MS, CRNA, ARNP, FAAPM Nurse Anesthetist
Beth L. Guckin, CRNA Nurse Anesthetist
Cynthia L. Holloran, ARNP Adult Nurse Practitioner
Paul B. Lister, MA, SLP CCC Speech Pathologist
Jessica Lorenz-Armstrong, PAC Orthopedics Physician Assistant
Jack Neary, CRNA, ARNP FAAPM Nurse Anesthetist
Alexandria L. Noble, ARNP Family Nurse Practitioner
Maria R. Ryan, ARNP Family Nurse Practitioner
Jennifer L. Scianna, MS, SLP CCC Speech Pathologist
Kevin R. Seale, CRNA Nurse Anesthetist
Francis J. Valenti, CRNA Nurse Anesthetist
Melynda K. Wallace, CRNA, FAAPM Nurse Anesthetist
Honored Employees

“Cottage Hospital has been a wonderful place to work for the past 32 years and I am most grateful for the fantastic people I have worked with through the years.”

—Pat Thayer, RN

Distinguished Service Recognition for 2008:

10 Years
Joann Applebee
Deborah Downer
Shirley Farr
Jeremy Hatch
Marie McClintock
Lauren Morse
Lori Taylor

15 Years
Cheryl Chamberlin
Vicki Bissell

20 Years
Lori Thompson

25 Years
Connie Jones
Pauline Marvin
Donald Stapelfeld
Helen Torrey
Lois Zambon

28 Years
Anne Amature
Linda Locke
Sheila Poliquin

29 Years
David Eames

31 Years
Del Ashley
Bonnie Henson
Deb Winchester

32 Years
Paul Poliquin
Pat Thayer

39 Years
Patricia Smith

Recognized Physicians:

15 Years
Fay F. Homan, MD
Aaron D. Solnit, MD
Loren L. Solnit, MD

27 Years
Russell S. Williams, MD

30 Years
Kenneth S. Danielson, MD
Keith Fortier, MD

31 Years
Mark S. Harris, MD
Gerald J. Lyons, Jr., MD

2008 Chairman’s Award for Excellence Recipient

Connie E. Jones, RN (presented by Chairman of the Board, Stephan Elliott, on right)

2007 Honored Employees

(clockwise from upper left)
Anne Wischerth, RN – 1st Quarter and Employee of the Year
Shirley Oakes – 2nd Quarter
Kevin Marshall – 3rd Quarter
Jonathan Hawda, RT, (R) (CT) (BD) - 4th Quarter

“Cottage Hospital has been a wonderful place to work for the past 32 years and I am most grateful for the fantastic people I have worked with through the years.”

—Pat Thayer, RN
Auxiliary Report

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.

Thank you for a wonderful year!

Barbara Fitzpatrick, President

2008 Auxiliary Members

Barbara Fitzpatrick, President
Reita Jones, Vice President
Eileen Belyea, Treasurer
Margaret Cope, Recording Secretary
Marcia Welsh, Corresponding Secretary

Susan Aldrich
Geraldine Aremburg
Donna Batchelder
Marilyn Bedell
Evelyn Brown
Carolyn Byrne
Eunice Cahill
Noelle Donahue
Ann Duffy
Ann Edson
Deborah Garvin
Teresa Graham
June Klitgord
Maryjane Krepper
Theodora Maone
Pat Ottina
Josefina Roudebush
Robert Roudebush
Sam Rounds
Lori Thompson

2008 Fundraising Events

- Easter Dinner Basket Raffle
- Books Are Fun – Spring Sale
- 6th Annual Golf Tourney
- Coffee Break at Rest Stop on 1-91
- Books Are Fun – Fall Sale
- Thanksgiving Bake Sale
- Memory Tree

Donations

- First Baby of 2008 Basket
- Purchased a wheelchair for our friends at Horse Meadow Senior Center.
- Contribution of over $4,100 to the Cottage Hospital Annual Appeal Fund
- Contribution of $2000 to the Cottage Hospital Hospice Room in memory of Marion Hunter, one of our most vibrant and long time members!
- Christmas stockings for all the newborns born in December.

The auxiliary was also greeted at many meetings by many guest lecturers to talk to our group about local services in our community as well as the wonderful services that are available here at Cottage Hospital.

Membership in the Auxiliary is open to anyone. Call the Hospital for more information, or come and join us for any and all of the activities that interest you!

Every year the Auxiliary makes Christmas Stockings for all newborns born in December.

This year the Auxiliary purchased a wheelchair for residents of the Horse Meadow Senior Center.

The lighting of the Memorial Tree, December 2008.
For the past six years the Cottage Hospital Auxiliary has hosted a Captain & Crew Scramble golf tournament. This year over $4,000 was raised which contributed to the purchase of a special telemetry system for the Cardiac Rehabilitation Department, enabling our Cardiac Rehab staff to monitor up to six patients at one time. We would like to thank the Lisbon Village Country Club for their continued support of this tournament and to all of the volunteers, sponsors, and organizations that help to make this event a success year after year!

Sponsors & Donations By The Following:

Allen's Cocktails & Candlepins  
Anthem Blue Cross & Blue Shield  
A Notch Above Auto  
Back Yard Beauty Salon  
Baker Newman Noyes  
Bethlehem Country Club  
Bethlehem Flower Farm  
Blackmount Equipment, Inc.  
Bliss Village Store & Deli  
Bradford Golf Club  
Bradford Pratts Petroleum  
Bradford Sports  
Chan's House Restaurant  
Colatina Bakery  
Colebrook Country Club  
Cottage Hospital Emergency Department Staff  
Cottage Hospital Gift Shop  
Farm Way  
Golf & Ski Warehouse  
H.J. Graham  
H.P. Cummings Construction Company  
Happy Hour Restaurant  
Harold J. Haskins  
Highland Links Golf Club  
Hills 5 & 10  
Hubert's of Woodsville  
Hungry Bear Pub & Grill  
Kleen Linen Service, Inc.  
Lake Morey Country Club  
Lisbon Village Country Club  
New England Wire Technologies  
Northeast Delta Dental  
Odell Insurance Agency  
P&C Market  
Perfect Pear  
Perry's Oil Service  
Profile Golf Club  
Robbins Property Maintenance  
Royal Electric  
St. Johnsbury Country Club  
Sunset Hill House & Golf  
The Balsams Panorama  
The Bridge Weekly Showcase  
The Car Laundry  
The Third Rail Restaurant & Pub  
Valley Floors  
Walker Motor Sales  
Wal-Mart – Woodsville  
Wells River Chevrolet  
Wells River Pharmacy  
Wells River Savings Bank  
Woodsville Bookstore  
Woodsville Guaranty Savings Bank  
In Memory of Ann G. Haskins by Nurses at Cottage Hospital

We at Cottage Hospital are very proud of our dedicated volunteers and we hope they each get a great sense of satisfaction from serving our patients, many of whom are their friends and neighbors.

In 2008 we had 38 active volunteers who donated 2,847 hours of their time to help make Cottage Hospital a better place for you!

2008 Volunteers:

Susan Aldrich  
Nancy Bailey  
Judith Beckett  
Scott Brown  
Eunice Cahill  
Dawn Carbee  
Erica Clayton  
Shirley Cobb  
Anya Daly  
Noelle Donahue  
Barbara Fitzpatrick  
Kelly Fitzpatrick  
Christina Friel  
Joyce Hansen  
Reita Jones  
Crystal Joseph  
June Klitzgord  
Maryjane Krepper  
Susan Aldrich  
Nancy Bailey  
Judith Beckett  
Scott Brown  
Eunice Cahill  
Dawn Carbee  
Erica Clayton  
Shirley Cobb  
Anya Daly  
Noelle Donahue  
Barbara Fitzpatrick  
Kelly Fitzpatrick  
Christina Friel  
Joyce Hansen  
Reita Jones  
Crystal Joseph  
June Klitzgord  
Maryjane Krepper  
Anna LaCassa  
Joy Laschiavo  
Mariann Mangapane  
Theodora Maone  
Elsie Nakadori  
Elissa Narowski  
Samantha Nelson  
Storme Odell  
Emelia Richardson  
Josefina Roudebush  
Robert Roudebush  
Sam Rounds  
Jaime Sawyer  
Tim Sawyer  
Wanda Sawyer  
Priscilla Stoddard  
David Wheeler  
William Wolf
Investing in our Community

Cottage Hospital has become much more than a place where illness is treated and medical services are provided. The hospital reaches out to the community in numerous ways, working collaboratively with our neighbors in the region to create an extensive system of health support. Cottage Hospital offers support groups, training sessions, educational opportunities, screenings, wellness programs, and other community-based resources and activities that promote better health for people of all ages.

Community Education & Support

In 2008 Cottage Hospital spent $128,133 on Community Education & Support. We are very proud of our endeavors to help you, our community, create a healthy lifestyle and support you in life’s transitions.

We began various partnerships this year, one of which was with our local newspaper, The Bridge Weekly Sho-Case. Through this joint effort we introduced the Cottage Corner, a monthly health column that provides health related articles important to you and your health, written by our staff and local providers. We also expanded our relationship with the North Country YMCA and introduced various yoga classes, taught by Joy Whalen Fichiera, E-RYT., while continuing our support of the Strength Training for Seniors Program.

We were happy to expand our free services in our Birthing Center by training one of our nurses on Lactation Consulting; this enables you, our new moms, to have support close to home. And as always we have continued to offer free comprehensive childbirth education, giving you a head start on preparing for that little one!

Other forms of education and support that we were able to provide to you this year include; radio health minutes, hearing tests and Hepatitis B vacations for newborns, cholesterol and blood pressure screenings, flu shot clinics, diabetes education and support, various seminars, classes and equipment, education tours taught by our providers and staff, breast cancer awareness education and a cancer support group.

We are excited about the future and support we can provide…

We have rolled out our new website www.CottageHospital.org that is filled with information and resources to help you. We are also continuing to strengthen a collaborative relationship with Little Rivers Health Care and Ammonoosuc Community Health Services to provide you a greater variety of support.

Did you know?

1,253 participants took advantage of our Strength Training for Seniors Class.

We provided 2,184 minutes of Radio Community Education.

Our hospital conference rooms were used to provide a community meeting space for over 350 hours!
Scholarship Programs

We are very excited about the $53,000 that we have been able to invest back into our employees and our next generation of healthcare workers. These scholarships are a way for our employees to continue their education and strengthen their skills, so that we can provide you the quality and exceptional healthcare you expect from us. Our scholarship programs also serve as a platform for our community's youth to be able to pursue their dreams of a higher education!

Regional Support

Our Regional Support is an extension of the commitment we have to our community. Helping the North Country and the state of New Hampshire in its activities to promote health gives us another avenue to offer services that otherwise may not be available.

Each year we make a $10,000 contribution to New Hampshire Foundation for Healthy Communities. This organization’s mission is to improve health and healthcare delivery in New Hampshire. They do so through a range of programs such as: N.H. Health Access Network, Community Prevention and Treatment Initiatives and Clinical Improvement Programs, to name a few.

Cottage Hospital also spent well over $100,000 in 2008 supporting our local physician recruitment efforts and our own hospital clinical staff recruitment efforts, so that we are able to provide you with the best care possible. Our community is very privileged to have two federally qualified healthcare centers (FQHC) in our area with Little River’s Healthcare and Ammonoosuc Community Health Services. FQHCs make it possible for a rural area, such as ourselves, to have exceptional providers. We helped support that effort in 2008 by donating $269,000 in grants, assets and cash support to these organizations, because we are committed to making primary care physicians available to you!

We also allocate a great deal of time and resources to prepare for any potential disasters, we want to make sure that in the event of a real catastrophe, we are prepared and can provide you with seamless care. Our Emergency Preparedness team works tirelessly with the State of New Hampshire and federal agencies like FEMA and Homeland Security to make sure we are up to date with the most current concerns that face healthcare, from a possible salmonella outbreak in peanut butter to natural disasters, like a tornado. Cottage Hospital is prepared for whatever is thrown at us!

We also realize the need for oral healthcare. This is an epidemic that faces the nation, not just our local community. In a shared effort with other local organizations we work to support the Molar Express and provide preventive oral healthcare to our children. We also support the efforts of our local FQHCs in their mission to answer the dental needs. We hope that in the near future we will be able to provide a more comprehensive program to the other segments of our community.

Cottage Hospital was also proud to be part of charities that are important to you, through hospital donations and also sponsoring teams in the March of Dimes – March for Babies walk-a-thon and the Relay for Life. These great charities are so important to our community and we are glad that we could take part in their events!

“Cottage Hospital recognizes the economic hardships that members of our community experience in obtaining affordable medical services. We strive to meet the needs of all of our patients by offering a variety of financial assistance programs.”

—Sue Fuller, Patient Accounts Mgr.
Financially, we were able to rebound from our last year’s negative performance, having achieved an approximate $250,000 gain from operations.

### Statement of Finances 2008

**ASSETS**

- Current Assets: $5,292,973
- Assets Whose Use Is Limited: $5,899,409
- Property, Plant & Equipment: $10,135,931
- Other Assets: $276,962
- **Total Assets**: $21,605,275

**LIABILITIES**

- Current Liabilities: $2,589,292
- Long term Debt: $7,509,534
- Retirement & Deferred Compensation: $813,599
- Net Assets/Deferred Revenue: $10,692,850
- **Total**: $21,605,275

### Statement of Activities 2008

**UNRESTRICTED REVENUES**

- Net Patient Revenue: $26,412,973
- Other Revenue: $470,334
- **Total Operating Revenue**: $26,883,307

**EXPENSES**

- Salaries, Physician Fees & Benefits: $13,657,430
- Supplies & Other: $9,794,177
- Depreciation: $1,203,480
- Interest: $354,343
- Provision For Bad Debt: $1,615,483
- **Total Operating Expenses**: $26,624,913

Gain from Operations: $258,394
Non-Operating Revenue: $391,970
**Excess of Revenues over Expenses**: $650,364
Change in Net Assets: ($366,540)
Net Assets, End of year: $10,692,850

### Service Statistics 2008

**SERVICE STATISTICS**

- Licensed Beds: 25
- Full-Time Employees: 178
- Admissions: 939
- Births (Deliveries): 96
- Patient Days: 4,224
- Average Length of Patient Stay: 3.35

**ER VISITS/WIC**

- Admitted: 521
- Outpatient: 9,004
- **Total**: 9,525

**OUTPATIENT VISITS**

- 37,230

**SURGICAL PROCEDURES**

- Inpatient: 185
- Outpatient: 1,131
- **Total**: 1,316

**CLINICAL LAB TESTS**

- 198,972

**DIAGNOSTIC IMAGING TESTS**

- General Radiology: 8,812
- CT Scans: 2,483
- Ultrasound: 2,553
- Nuclear Medicine: 543
- MRI: 752
- Mammography: 1,577

**Payor Mix 2008**

- Medicare: 44%
- Medicaid: 10%
- BC/BS: 22%
- Commercial: 16%
- Private: 8%
Patients Served

<table>
<thead>
<tr>
<th>New Hampshire</th>
<th>Inpatient</th>
<th>Outpatient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bath</td>
<td>44</td>
<td>2,119</td>
</tr>
<tr>
<td>Benton</td>
<td>62</td>
<td>2,392</td>
</tr>
<tr>
<td>Haverhill*</td>
<td>387</td>
<td>13,125</td>
</tr>
<tr>
<td>Landaff</td>
<td>7</td>
<td>256</td>
</tr>
<tr>
<td>Lisbon</td>
<td>17</td>
<td>1,032</td>
</tr>
<tr>
<td>Littleton</td>
<td>11</td>
<td>403</td>
</tr>
<tr>
<td>Monroe</td>
<td>28</td>
<td>1,244</td>
</tr>
<tr>
<td>Orford</td>
<td>19</td>
<td>516</td>
</tr>
<tr>
<td>Piermont</td>
<td>28</td>
<td>963</td>
</tr>
<tr>
<td>Rumney</td>
<td></td>
<td>197</td>
</tr>
<tr>
<td>Warren</td>
<td>10</td>
<td>935</td>
</tr>
<tr>
<td>Glencliff</td>
<td>3</td>
<td>390</td>
</tr>
<tr>
<td>Wentworth</td>
<td>1</td>
<td>322</td>
</tr>
<tr>
<td>Other towns</td>
<td>48</td>
<td>1,758</td>
</tr>
<tr>
<td><strong>TOTAL NH</strong></td>
<td><strong>639</strong></td>
<td><strong>25,342</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Vermont</th>
<th>Inpatient</th>
<th>Outpatient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barnet</td>
<td>14</td>
<td>556</td>
</tr>
<tr>
<td>McIndoe Falls</td>
<td>12</td>
<td>201</td>
</tr>
<tr>
<td>Bradford</td>
<td>75</td>
<td>5,474</td>
</tr>
<tr>
<td>Corinth</td>
<td>19</td>
<td>974</td>
</tr>
<tr>
<td>Fairlee</td>
<td>8</td>
<td>755</td>
</tr>
<tr>
<td>Groton</td>
<td>41</td>
<td>1,838</td>
</tr>
<tr>
<td>Newbury</td>
<td>106</td>
<td>3,448</td>
</tr>
<tr>
<td>Wells River</td>
<td>34</td>
<td>1,345</td>
</tr>
<tr>
<td>Peacham</td>
<td>5</td>
<td>116</td>
</tr>
<tr>
<td>Ryegate</td>
<td>86</td>
<td>2,459</td>
</tr>
<tr>
<td>Thetford</td>
<td></td>
<td>124</td>
</tr>
<tr>
<td>Topsham</td>
<td>11</td>
<td>665</td>
</tr>
<tr>
<td>Other towns</td>
<td>48</td>
<td>1,758</td>
</tr>
<tr>
<td><strong>TOTAL VT</strong></td>
<td><strong>459</strong></td>
<td><strong>19,713</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>New Hampshire</th>
<th>Inpatient</th>
<th>Outpatient</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Amerinet
Antique Rose
Baker, Newman, & Noyes
The Balsams Grand Resort Hotel
Blackmount Equipment
Colatina Exit
Dunkin’ Donuts
Farmway
Grafton Motors
Green Mt. Monogram
H.G. Wood Industries
Happy Hour Restaurant
Hubert’s
Jax Jr. Cinemas
Journal Opinion
Kleen Laundry Services
Laconia Savings Bank
Lakes Region Coca Cola
Life Transition Services, LLC
McDonalds
Merchants Bank
NNEBCO
New England Runner
Newbury Village Store
North Country News
Northeast Delta Dental
Parker Hill Road Band
Railyard Racquetball & Health Club
Ross Business Center
Royal Electric
Shaw’s
Sherwin Dodge Printers
Steve & Barbara Elliott
Subway
The Bridge Weekly Sho-Case
The Car Laundry
The Mount Washington
The Way We Were
Tyler, Simms & St. Sauveau
Valley Floors
Village Pizza
Warner’s Gallery
Wayne Dickey
Wells River Chevrolet
Wells River Savings Bank
WLTN Radio Station
Woodsville Bookstore
Woodsville Guaranty
Woodsville High School
WYKR Radio Station

Each year Cottage Hospital sponsors various events to raise money for the hospital, kind of a way to put the “FUN” in Fundraising!

In April we hosted the 17th Annual Cottage Hospital Variety Show, with seventeen acts performing various instruments, dance routines and comedy – we had a little entertainment for everyone!

September welcomed the 18th Annual Cottage Hospital Walk-A-Thon and Road Race, this event was a huge success with over 100 participants!

We are proud to share that with your support of these events we were able to raise an additional $20,000 that was contributed to our 2008 Annual Appeal Campaign. We could not host these types of events without our many volunteers and sponsors. Our sincerest thanks to the COUNTLESS volunteers that make these events possible!

**FUNdraisers sponsors**

*Includes Woodsville, N. Haverhill, Haverhill Corner, & Pike*
Dear Friends of Cottage Hospital,

With the help of your kind donations, Cottage Hospital’s 2008 annual campaign reached a total of $45,569.50. The gifts that we received this year enabled us to purchase a new telemetry patient monitoring system for our Cardiac Rehab Department.

Thank you to all who contributed, your dedication to this campaign provides further testimony of the wonderful support Cottage Hospital continues to receive from the community that we serve.

Emil M. Pollak, Jr., MD
Cottage Hospital Cardiologist

Mary Jo Locke
Cottage Hospital Board of Trustees

Alice A. Adams
John & Karen Aldrich
Linda Aliberti
Stephen & Beverly Allen
Anthony Amoroso
Anonymous
Earl & Bertha Aremburg
David & Phyllis Armstrong
Rosamond Bailey
Nelson Baker
Charlie & Becky Barry
Jim Barton, DMD
Cliff & Donna Batchelder
Clinton Bates
Bruce Beane
Paul & Elaine Bedell
Dorothy Belko
Eileen & Roy Belyea
Diane Bennett
Gordan & Elizabeth Bertrand
Bigelow Trucking
Janice Bigelow
Dr. Edwin & Katharine Blaisdell
Robert & Susan Bliss
Fred & Claire Bonekamp
Boston Private Value Investors

Maria-Luz Clark
Roland Clifford
Shirley Clifford
Francis & Rosemary Collins
Eunice Collins
David Conner
Betty Conrad
Frank Coombs
Robert Cope
Timothy & Jenny Copeland
Cottage Hospital Auxiliary
Cottage Hospital Employees Assoc.
Cottage Hospital Variety Show
Winston & Marguerite Currier
Irving & Avis Cushing
Helen Daniels
Dr. Christopher & Dina Danielson
Marie-Jose Delage
Kenneth & Violet DeRusha
Raymond & Maureen DesRoches
Dennis Devaux
Wayne Dickey
Charles & Elizabeth Dobson
David Drown
Florence Dudley
Betty Dudley
Lorraine Dufresne
Robert Dwyer
Richard & Lillian Eastman
Charles Edson
Ellen Edwards
Thomas Eighmy
Kenneth & Dorothy Elliott
Stephan & Barbara Elliott
Robert & Beverly Ellsworth
James Bruce Engle
Carolene Evans
Howard & Doris Evans
Richard & Annabelle Fagnant
Lucy Farley
Bertha Farrell
Brigid Farrell
Charles S. Faulkner
Wayne & Bobby-Ann Fearon
Joan Fiske
William & Genevieve Fleming
The Foothills Farm
Rita Fournier
Gloria Fox
Alice Frazer
Newport Sand & Gravel Co, Inc
Thelma George
Gerald & Catherine Gherardi
Floyd & Mona Gibson
Doug & Kathy Gilmour
The Gilmour Fund
Patricia Glowa & Donald Kollish
William & Virginia Gove
Graves Builders
Lewis & Susan Greenstein
Eleanor Grimes
Martha Griswold
Pierre & Janice Guillemette
Edna & Monroe C. Gutman Foundation
HP Cummings Construction Co.
Alfred & Ruth Haeussler
Edith Hall
Richard & Shirley Hall
Madine Hamlett
Madeline Hannes
Alfred & Karen Hannett
Charles & Sandra Hanson
Nicholas & Rita Harakidas
Benjamin & Karen Harrington
John & Joyce Hassell
Violet Hatch
Kathy Hatch
Everett & Lois Henson
Helen Herr
Mary Hesseltine
Robert & Shirley Hesseltine
Oscar & Bertha Hill
Housewright Construction
Sandra Holden Knapp
Anna Honek
Clark & Hope Hungerford
Margaret Hunt
Deborah Hurst
Mary Hutchins
Hope Hutchinson
Arthur & Frances Hyde
Mary Ingalls
Roger & Jane Johnson
Pauline Johnson
Merle & Connie Jones
Reginald Jones
Paul & Josephine Kaiser
Roy Kaplan
Edson & Martha Keith
Kathryn Kelly
James & Eve Kemble
Peter Keyes
Margaret Kidder
Leslie Kimball
Janet Kinder
Helena Kinney
June Klitzgord
Robert Leslie Knox Trust
William Koch
Douglas Krajewski
Helmut & Maryjane Krepper
Augustin & Muriel L’etoile
Guy Labounty
Alfred Lamarre
Paul Lamott
Irving Lang
Bernice Magoon
Lawrence Maloney
Joseph & Rosemary Mangiapane
Edward & Irene Mann
Thedora Maone
Martin & Virginia Marino
Richard & Betty Marquise
Michael & Barbara Marshall
Alice B. McClure
Richard McDanolds
Douglas & Lesa McDonald
Anonymous
Verne & Margaret McGrew
Sylvia McKean
Jean McPhee
Patricia McQuaide
Kristi Medill
Christopher & Elaine Mellen
Dorothy Merrill
V.A.K. Merritt
Robert & Christine Meserve
Alice Moran
Edward & Shirley Morris
Norman & Betty Morse
Anil Mukerjee, MD
Norman Mullen
Jack Neary
J. Harold & Vera Nelson
Dr. David & Lily Nelson
Richard & Sandra Nelson
Newbury Woman’s Club
NE Wire Technologies
Randall & Storme Odell
Goldena Ogawa
Frederick Olsen
Leona O’Shea
Josephine Ott
Charles & Patricia Ottina
John & Ruth Page
Russell & Marge Page
Francesca Paige
David & Anna Parker
Francis Patridge
Perry’s Oil Service, Inc
Philip & Vida Perry Munson
Steven Plant
Scott & Karen Pontti
Gerhard Postpischl
Dale & Francis Powers
John & Donna Primmer
David & Anna Pruitt
Herbert Purinton
Pauline Pushee
George Putnam
Mary Ann Queen
Bernice Quimby
Eunice Ramsay
Lisa & Gregory Raue
Roy & Muriel Reed
Daniel Reilly
Marjorie Robitzer
Stephen & Sandra Rounds
Dean & Louise Rowden
Harry Rowe, MD
Tim Roy
Philip & Patricia Roy
Alma Roystan
Helen Rutherford
Bob & Maria Ryan
Ryegate Associates
Dr. Peter & Inez Sahlin
Mary Sanborn
Tom & Betty Sawyer
Paul Scott
Steven & Marilyn Seminario
Beverly Shaw
Ella Shequin
S. Arnold & Marian Shields
Peter & Jacqueline Sinclair
Barbara Slack
Jane Smalley
Matthew & Joan Smith
Reginald & Evelyn Smith
Helen Smith
Vesta Smith
Smith’s Auto Body
Dennis & Sandra Solinsky
Drs. Aaron & Loren Solnit
Thomas & Patricia Spencer
St. Catherine of Siena
St. Josephs Church
Alan & Barbara Stahl
Archie & Martha Steenburgh
Bruce & Martina Stever
Josephine Stocker
Steven & Arline Stocking
Gerald Stoddard
John Stoffel
Altoon Sultan
Target Direct
Walter Tatara
Harold & Theresa Taylor
David Taylor
Isabelle Thayer
Patricia Thayer
Timberledge Farms
Dawn Thetford
Katherine Tomlinson
Gary & Gail Tomlinson
Helen Torrey
Eleanor Trevithick
Betty Trudell
Bruce & Roberta Ulricson
Upper Valley Press
Upper Valley Transport
Paul & Anna Vallee
Howard Wagner, DDS
Margery Walker
Freda Washburn
Philip & Sandra Wassell
Richard & Irma Waterman
Lee Waterman
Ronald Welch
Rhonda Welch
Steve & Ruth Wellington
Wells River Savings Bank
Marcia Welsh
Werner Wenisch
Stephen & Karen Whalen
Lynn Wheeler
Marjorie Whitcomb
Dwight White
Thomas Wilcox
Williams Radiology Associates
Patricia Wilson
Robert Wilson
Allen & Amy Wright
David Wysocki
Drs. Sarah & Yinong Young; Xu
Memorial Donors

Donations were made in the name of the following individuals:

**Earl Anderson**
Designated for Oncology Fund

**George Bartzis**
Designated for Memorial Fund

**Elaine J. Bidell**
Designated for Hospice Room

**Skip Charron**
Designated for Oncology Fund

**Joseph Girardi, Jr.**
Designated for Memorial Fund

**Vicki Hannett**
Designated for Annual Appeal

**Joyce Hood**
Designated for Oncology Fund

**Frederick M. Jones**
Designated for Memorial Fund

**Richard A. Kelso**
Designated for Cardiac Rehab

**Ernest “Sam” Laundre**
Designated for Memorial Fund

**Vicki Hannett**
Designated for Annual Appeal

**Richard L. Maloney**
Designated for Memorial Fund

**Pamela Peterson**
Designated for Memorial Fund

**Sharon Bent Smith**
Designated for Hospice Room

**David W. Rives**
Designated for Hospice Room

**Lorayne Tetreault**
Designated for Oncology Fund

**Carl Welch**
Designated for Hospice Room

**Clifford Winchester**
Designated for Memorial Fund

Memorial funds were donated by the following individuals:

- Anonymous
- Earl & Bertha Aremburg
- Geraldine B. Aremburg
- Atlanta Dental Associates
- Charles E. & C. Jeanne Aucoin
- Florence Barnes
- Charles E. & Rebecca B. Barry
- Arian C. & Marie Batchelder
- Paul Bedell
- Robert & Gloria B. Bienwirth
- Blackmount Equipment, Inc.
- Colleen Boyd
- Jane Brady & Natalie, Kate, Steve & Gail
- Mr. N. Dale Brown
- Kathleen D. Brown
- Freda Byron & Daughters: Sherry B. Calkins, Terry Fuller & Pamela LaFerriere
- Mrs. Helen B. Casey
- Loring W. & Esther A. Chace
- Dennis Chase
- Jim & Virginia L. Clark
- Raymond F., Jr., & Maureen Cooper
- Cottage Hospital Med-Surg. Nurses
- Winston & Marguerite Courier
- Robert E. & Sandra H. Crepeault
- Walter J. & Linda M. Dubay
- Clement & Cecelia Duquette
- Thomas I. & Nancy H. Edney
- Richard A. & Annabelle M. Fagnant
- Theodore G. & Aline T. Faris
- Wayne D. & Roberta Fearon
- Calvin R. & Joyce L. Frost
- Butch & Judy Gandin
- Bud & Judy Gilbert
- Harry L. & Gertrude Goodsell
- James E. & Lynette M. Graham
- Town of Groton
- Alfred & Ruth Haueussler
- Richard B. & Shirley E. Hall
- Bruce S. & Irene M. Haskell
- Kent H. & Joan A. Haskell
- Forrest R. Horne
- Elizabeth J. Hudson
- Molly P. Hunt
- Roy G. & Lenajane A. Huntoon
- Ms. Ruth Jackman
- Connie Jones
- Howard & Koleen Jones
- Merle V. Jr. & Connie Jones
- Merle, Evelyn & Howard Jones
- Reita M. Jones
- Margaret B. Kambour
- Joseph A. & Sharon R. Karkut
- Ladies Auxiliary to VFW #5245
- Jane Lambert
- Andrew A. & Lois E. Landry
- Kenneth R. & Joan LeGrow
- Maine Drilling & Blasting, Inc.
- Daniel E. & Marjorie M. Malone
- George & Eileen Malouf
- Richard G. McDanolds
- Christopher C. & Winifred C. McDonough
- James D. & Martha O. Miller
- Virginia L. Mitchell for the Mitchell Family
- Roland & Jacaline Moore
- Mustard Seed, First Cong'l. Church of Newbury
- North Country Reunion e/o L. Wisner
- Dennis J. O’Donnell Bldg. Contractor, Inc.
- Douglas P’O’Donnell
- George & Scottie Osgood
- Mrs. Russell Page
- Lester & Penny Parker
- Russell & Patricia Randlett
- Carol C. & Bruce A. Ricker
- Christopher J. & Brigetta M. Rives
- Dean T. & Louise R. Rowden
- Ruggles Christmas Trees
- Town of Ryegate
- Ellen G. Schwern
- Domenico & Marianne Seddio
- Carolee H. Seger
- Reginald & Evelyn Smith
- Drs. Aaron D. & Loren L. Solnit
- John Sonner
- Raymond & Lorraine Tetreault
- Roland R. & Jacqueline M. Tetreault
- Patricia Thayer
- Louis, Jr. & Esther Thomas
- Univ. of Alaska Anchorage, Allied Health Sciences Div.
- Stephen & Karen Whalen
- Paul W. White
- David A. & Deborah A. Winchester
- Roland H. & Audrey K. Winn
- Drs. Sarah & Yinong Young-Xu
Dear Friends of Cottage Hospital:

**Did you know that Cardiovascular disease is the leading cause of death in America?**

The question that we as a community must ask ourselves is – “**How do we prevent this?**” There are many measures that we as individuals can take, such as diet, exercise and preventive care. But in the event that you or a loved one are in need of care in the Emergency Department for a heart attack or heart related emergency we want to make sure that we are equipped with the latest technology to help you.

That is why we are writing to ask for your support of Cottage Hospital’s 2009 Annual Appeal. Your donation toward this giving campaign will purchase new cardiac monitors for our Emergency Department.

The cardiac monitor is a device that shows the electrical and pressure waveforms of the cardiovascular system for measurement. The cardiac monitor continuously displays the EKG tracing. Cardiac monitors are one of the most essential parts of the Emergency Department equipment. It allows the ED team to quickly diagnose cardiac emergencies. Early detection can allow for quick interventions that can prevent serious long term damage to the heart.

We pride ourselves in the ability to give the people of our community and others who rely on us high quality care and we appreciate your support in helping us to achieve this goal. During this holiday season we hope that you will consider joining us as we work to meet our commitment to quality care that is close to home.

Thank you for your support.

Sincerely,

John A. Eppolito, Jr., M.D.
Emergency Department Director
Co-chair, Annual Appeal 2009

Abigail S. Kennedy
Board of Trustees
Co-chair, Annual Appeal 2009

Federal Tax ID# 02-0223321
Mission To provide caring, compassionate, quality healthcare to the residents of our service area. 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 be a responsible, financially viable, and productive member of our community.

Vision Be proactive in influencing and adapting to the changes in the direction and focus of healthcare, as it continues to evolve. Be dedicated to meeting the new and growing needs of our communities. Create Cottage Hospital as a healthcare facility “without walls,” involved with the North Country regional network of providers to effectively meet the full scope of the region’s healthcare needs. Continue Cottage Hospital’s focus on primary care, taking more of our programs of care out into the community. Continue focusing on outpatient care, concentrating on education and working to keep people healthy, knowledgeable and involved in their healthcare. Build stronger relationships with home health agencies and other organizations to help provide community healthcare to residents of our service area. Remain a good corporate citizen and leader in promoting the local economy.

Values Compassionate Care to all regardless of race, religion, ethnicity or lifestyle. Excellence of staff. Integrity of personal and professional conduct. Empathy, we endeavor to treat patients, their families and colleagues as we ourselves would wish to be treated. Innovation to ensure that the care we offer today is always better than yesterday’s. Teamwork fosters efficiency, professional and institutional growth, and creative thinking. Responsibility for the outcome of all our efforts. Fiscal Accountability, we strive to operate efficiently and cost-effectively without compromising the quality of care we offer.