IT IS THE MISSION OF ALICE PECK DAY MEMORIAL HOSPITAL to provide patient-focused health care services that are responsive to community needs, promote wellness, and continually improve the quality of health care services in the community.

SUSAN MOONEY, MD, Interim Medical Director; HARRY G. DORMAN, III, FACHE, President and CEO; SARA KOBYLENSKI, MSW, Chair, Hospital Board of Trustees
Dear friends,

Improving the health and well-being of the people of Lebanon and its surrounding communities has been our mission and focus for more than 75 years. 2008 was a tumultuous year on the national and local level, and we have faced our share of challenges and difficult decisions as an organization. But no matter what we have faced — and with the help of our valued community partners — we have continued the richly rewarding work of making the Upper Valley stronger, safer, and healthier.

For that reason, we’ve chosen to focus on our commitment to the health and well being of our community in this year’s Annual Report. As you know, the Upper Valley is a place like no other, and we are deeply honored to play a part in supporting its special character and needs.

We hope you’ll take this opportunity to learn how Alice Peck Day’s mission and accomplishments stretch far beyond our hospital doors.

HARRY G. DORMAN, III, FACHE
President and CEO

SARA KOBYLENSKI, MSW
Chair, Board of Trustees

SUSAN MOONEY, MD
Interim Medical Director

our mission stretches far beyond our hospital doors
NANCY DUMONT has managed APD’s Department of Community Health since 2006. At the annual meeting of New Hampshire Healthy Kids on January 14, 2008, Nancy was one of three honorees recognized by the Healthy Kids organization and Governor John Lynch with a “KIDOS” award for her commitment to identify and enroll uninsured children into the state’s health care program.

improving the health of the APD community
COMMUNITY HEALTH
AT A GLANCE

The Department of Community Health was founded by APD in 2003, with the goal of improving the health of residents in the hospital’s service area. By creating and strengthening community, state and federal partnerships, and by designing and implementing its own unique initiatives, the department leverages resources to improve the health of the Alice Peck Day community. By increasing access to health care services, particularly for the underserved, Alice Peck Day plays a significant role in shoring up and expanding the health care safety net within the Upper Valley. The Department of Community Health has also focused efforts on improving children’s health, increasing access to affordable health care for the uninsured, and providing support to many community organizations and outreach projects.

Supporting Local Organizations
APD provided no cost meeting space to close to fifty organizations, including:

AARP
Alcoholics Anonymous
The American Red Cross
Child & Family Services
Hannah House
Kiwanis Club
Lebanon School District
Lebanon and Riverside Rotary Clubs
NH Health and Safety Council
Toastmasters
TOPS (Take Off Pounds Sensibly)
Turning Point Club
Upper Valley United Way
Vermont Registry of the Deaf

In-Kind Support
APD provided in-kind support to many state and local agencies, including:

Community Oral Health Initiative
Lighten Up NH! Alliance
Mascoma Valley Health Initiative (MVHI)
MVHI and Upper Valley Tobacco Coalitions
New England Rural Health RoundTable
New Hampshire Healthy Schools Coalition
NH Oral Health Coalition
2008 United Way Needs Assessment Committee
“Semi-retired” dentist DR. ROBERT KEENE offered his services to the children of the Lebanon and Mascoma school districts, conducting free dental exams for the 136 children who participated in the pilot sealant program.
Tooth decay is the most common disease of childhood. Many children in the Upper Valley suffer from this preventable condition, which can cause pain and school absences and lead to serious medical complications. **Education**, **access**, and **cost** all play a role; APD is taking steps to address all three factors.

**Education.** Good oral health habits are usually passed on to children by parents, but only if parents have and maintain those habits. Not all parents realize that regular cleanings and dental sealants (plastic resin coatings applied to the surface of the tooth) can prevent tooth decay and future oral health problems. This year, APD funded dental education for more than 400 children in the Lebanon, Enfield and Canaan elementary schools, encouraging brushing and informing children and families about dental sealants and the need for regular dental checkups.

**Access.** Many families in the Upper Valley lack reliable transportation, and dentists’ office hours can be inconvenient for working parents. Finding a dental provider can present an additional challenge; most Upper Valley dentists have as many under- or uninsured patients as their practices can handle. Thanks to a grant from the Boyle Community Pediatrics Fund, APD supports a part-time case manager to help children in the Mascoma Valley School District find a dental ‘home.’

During the 2007–08 school year, APD piloted a dental sealant program in the Lebanon, Enfield and Canaan schools for low-income 2nd and 3rd graders. APD also held a Saturday morning oral health clinic on campus for 22 low income children, with the financial support of an anonymous Harvest Hill resident.

**Cost.** With the help of grants from the Children’s Fund of the Upper Valley and the Page Hill Foundation, APD reimbursed dentists providing emergency care for Upper Valley children. With support from the Red Logan Dental Clinic and other local providers, a total of 23 children received close to $22,000 of urgent care at no cost to their families.
PAULA CILBRETH, a health aide at the Sacred Heart and School Street schools in Lebanon, has been a valued partner in many school-based APD initiatives.

Healthy Kids and Dr. Dynasaur

The State Children’s Health Insurance Program, or SCHIP, provides federal funds to individual states to establish and maintain children’s health insurance programs. New Hampshire’s SCHIP program is called Healthy Kids; Vermont’s is Dr. Dynasaur. While there are differences between the programs, their goals are the same: giving working families access to free or low-cost medical and dental insurance for their children.
KEEPCING THE COMMUNITY HEALTHY

Recognizing and supporting the unique health issues of the Upper Valley’s different populations is vital to the Community Health Department’s mission. The Department uses many different strategies to reach populations in need:

**Seniors** are particularly vulnerable to health complications from aging and chronic illness.

- Nurses from APD’s Occupational Health Services continued to visit Lebanon’s senior housing residence twice a month to provide blood pressure screenings and medication compliance checks, and to present brief educational sessions on topics specific to senior health.
- APD also gave financial support to the Grafton County Senior Center to help subsidize free transportation for seniors to and from medical appointments.

**Uninsured adults and children** often receive less preventive care, seeking medical attention only when there’s a crisis.

- The Departments of Community Health and Occupational Health Services teamed up to offer an Adult Wellness Clinic on a Saturday at Romano Circle in West Lebanon. Participants were screened for blood pressure, BMI, cholesterol and glucose, and a number of local organizations contributed resource materials.
- APD provided cash support to the Good Neighbor Health Clinic and the Mascoma Valley Health Initiative.
- Staff at the Robert A. Mesropian Center for Community Care (RAMCCC) helped their low-income and uninsured patients with paperwork to obtain close to $90,000 in free prescription medication.

**Local schools** are key to reaching underserved children.

- School nurses are often the ‘front lines’ for spotting chronic health problems and critical issues. Nancy DuMont met regularly with the Lebanon School District’s Health Promotion Coordinator to facilitate communication between school nurses and pediatrician Dr. Doug Williamson of the RAMCCC, who provides the nurses with clinical and educational support.
- APD coordinated the Upper Valley School Nurse Workshop, which drew more than 40 New Hampshire and Vermont school nurses, guidance counselors and coaches to learn more about substance abuse, autism spectrum disorders, and other childhood health issues.
- The Department of Community Health partnered with the Lebanon Schools to implement the “100% Schools Campaign,” an intensive outreach effort targeting the families of the district’s uninsured students, with the goal of enrolling as many children as possible into New Hampshire Healthy Kids.
- APD’s Community Health Manager provided free, individualized application assistance for families needing help with the enrollment process.
Dermatologist **Dr. Daniel McGinley-Smith**, a new addition to APD’s medical staff in 2007, was one of the star speakers in our “Back to School” lecture series for teens and their parents, teaching “Teen Skin 101” to an enthusiastic group of parents and teens.
Prevention, awareness, and education are vital parts of the APD mission, and the primary focus of the Department of Community Health.

The Community Health and Marketing Departments collaborated on a series of free and low-cost health lectures on a variety of topics relating to aging and teen health. APD providers and local experts presented informative sessions on topics including:

• Managing Pain in the Hand and Wrist

• Healthy Habits for the Aging Sleeper

• Keeping Lines of Communication Open:
  - Stopping Substance Abuse and Other Problems Before they Start

• Teen Skin 101

Several of these lectures were taped and shown on community access television; additional programs were created specifically for CATV and hosted by Trustee Karen Kayen.

APD partnered with the Mascoma school district to bring Walk New Hampshire, an annual statewide initiative focused on fitness and community walks, to Enfield in June. Participants walked two miles along the Rail Trail on a beautiful summer day. In July, APD exhibited at the Sundae in the Park event on the Lebanon Green, sharing healthy snacks and information on affordable insurance programs for children in Vermont and New Hampshire.

More than 300 adults received vaccinations against influenza at APD’s annual free flu clinics in Lebanon and Newport.

APD also gave logistical support to the WARM Fund Committee, a multi-agency effort to provide fuel assistance and weatherization to New Hampshire and Vermont families in need.
EMPLOYEES AND CHANGES AT APD

Employees of the Quarter

Q2  Christina McGonis
    Harvest Hill

Q3  Gene Soboleski
    Surgical Services

Q4  Karen Connolly-Butler
    Robert A. Mesrobian Center for Community Care

APD welcomed
DR. HULDA MAGNADOTTIR
Neurosurgery
to its medical staff.

Changes at the Extended Care Facility

Alice Peck Day Health Systems Corp. made the difficult decision this year to phase out long term care at its Extended Care Facility in response to declining reimbursements, increased deficits, and a health care landscape that increasingly emphasizes home care and rehabilitation. The 18-month transition will enable the ECF to focus on providing skilled nursing and rehabilitative services.

APD’s First Sleep Symposium

The Sleep Health Center at APD presented its first Sleep Symposium, “Get Caught up on Sleep,” in April. Primary care providers from Vermont, New Hampshire and elsewhere in New England learned about insomnia and other common sleep disorders from eight nationally recognized experts on sleep.

Support for Harvest Hill Residents

In June, Alice Peck Day Health Systems began construction of the Elizabeth S. Hughes Care Unit, a $1 million improvement to Harvest Hill, APD’s independent and assisted living retirement community. The Care Unit is not a nursing home, but will make it easier for residents of Harvest Hill to remain at the facility even if their health requires more care than the traditional assisted living model. Construction was funded with a very generous gift from the late Jim Hughes and the support of many other contributors.
The Woodlands at Harvest Hill

On August 20, Alice Peck Day Health Systems broke ground for The Woodlands at Harvest Hill, a major new independent senior living complex on the APD campus. More than 150 future residents, their friends and families celebrated this new venture.

In fiscal year 2008, APD’s volunteers contributed 5,830 hours of service to Alice Peck Day Memorial Hospital, the Extended Care Facility, and Harvest Hill. We continue to be grateful for their committed service to our community.

Employee Service Awards years of service

<table>
<thead>
<tr>
<th>5</th>
<th>10</th>
<th>15</th>
<th>20</th>
</tr>
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<tbody>
<tr>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Christopher Bryant</td>
<td>Robert Powers</td>
<td>Victoria Almstrom</td>
<td>Candace Jones</td>
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<tr>
<td>APD Dining</td>
<td>Operating Room</td>
<td>Harvest Hill</td>
<td>Immediate Care Center</td>
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<tr>
<td>Maura Eaves</td>
<td>Donna Pressey</td>
<td>Linda Bagley</td>
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<td>Patient Accounts</td>
<td>APD Dining</td>
<td>Lynne Butler</td>
<td>Human Resources</td>
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<td>Shaina Hirsch</td>
<td>Donna Reade</td>
<td>Marilyn Charles</td>
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<td>Harvest Hill Dining</td>
<td>Information Services</td>
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<td>Carrie Hughes</td>
<td>Joseph Robotti</td>
<td>Diana Colt</td>
<td>Occupational Health</td>
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<td>RAMCCC</td>
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<td>Karen Jackson</td>
<td>Tara Seamans</td>
<td>Donna Cook</td>
<td>Harvest Hill</td>
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<td>Development</td>
<td>Occupational Health</td>
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<td>Gayle Kenney</td>
<td>Margaret Stephens</td>
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<td>RAMCCC</td>
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<td>Donna Cook</td>
<td>Harvest Hill</td>
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<td>Mary Jo Kvaam</td>
<td>Karen Sweeney</td>
<td>Deborah Dion</td>
<td>Surgical Clinic</td>
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<td>Extended Care Facility</td>
<td>Extended Care Facility</td>
<td></td>
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<tr>
<td>Cindy Leblanc</td>
<td>Thomas Tobin</td>
<td>Lisa Gray</td>
<td>Harvest Hill</td>
</tr>
<tr>
<td>RAMCCC</td>
<td>Harvest Hill Maintenance</td>
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<td>Suzan Louzier</td>
<td>Heidi Hard</td>
<td>Jennifer Tilden</td>
<td>Same Day Surgery/PACU</td>
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<td>Elizabeth Pomeroy</td>
<td>Christa Hartzell</td>
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<td>Extended Care Facility</td>
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<td></td>
<td></td>
<td>Menta Peavey</td>
<td>Operating Room</td>
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<td></td>
<td></td>
<td>Rona Hathorn</td>
<td>Operating Room</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Jennifer Tilden</td>
<td>Same Day Surgery/PACU</td>
</tr>
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<td></td>
<td></td>
<td>Kathryn Vargo</td>
<td>WCC</td>
</tr>
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<td></td>
<td></td>
<td>Joanne Waddell</td>
<td>Sleep Health Center</td>
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<td>Bonnie Wenz</td>
<td>PACU</td>
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<td></td>
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<td>Patricia Blanchard</td>
<td>Housekeeping</td>
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<td></td>
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<td>Louis Boutin</td>
<td>Harvest Hill Dining</td>
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<td></td>
<td></td>
<td>Douglas Cenedo</td>
<td>Immediate Care Center</td>
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<td></td>
<td></td>
<td>Jeanne Gibbons</td>
<td>Patient Accounts</td>
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<td></td>
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<td>Joyce Hurd</td>
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<td>Christopher Mazur</td>
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<td></td>
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<td>Ginette Turgeon</td>
<td>Radiology</td>
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<td></td>
<td></td>
<td>Charlene Anderson</td>
<td>Med/Surg</td>
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<td></td>
<td></td>
<td>25+</td>
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<td></td>
<td></td>
<td>Linda Facto</td>
<td>Extended Care Facility</td>
</tr>
<tr>
<td></td>
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<td>35+</td>
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FINANCIAL STATEMENTS

Fiscal year 2008 continued to provide a host of challenges and opportunities consistent with those experienced throughout the healthcare industry. In these turbulent times, we have endeavored to move forward in setting a strategic direction for the future while addressing current financial pressures and making improvements in our bottom line results. Highlights of this fiscal year include:

• Increases in both our inpatient business and emergency room services, while keeping expense levels to a low 4% growth rate.

• Successfully issued debt of $26,740,00 through the state of New Hampshire Business Financing Authority to finance the construction of The Woodlands at Harvest Hill.

• $547,000 in direct financial support and services for health benefit programs through the Department of Community Health. In addition to these programs, many of which appear in this report, APD provided $644,159 in traditional charity care (charges foregone) in 2008 and covered the more than $4,000,000 gap between payment and actual expenses for Medicare and Medicaid patients.

Statement of Operations

Fiscal Year Ending September 30, 2008

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted revenues, gains, and other support</td>
<td></td>
<td></td>
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<tr>
<td>Net patient service revenue</td>
<td>34,742,462</td>
<td>34,328,393</td>
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<tr>
<td>Other revenue</td>
<td>1,540,257</td>
<td>631,283</td>
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<tr>
<td>Net assets released from restrictions used for operations</td>
<td>12,122</td>
<td>9,801</td>
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<tr>
<td>Total Revenue</td>
<td>36,294,841</td>
<td>34,969,477</td>
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<tr>
<td>Expenses</td>
<td></td>
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<tr>
<td>Personnel expenses</td>
<td>22,011,845</td>
<td>21,256,300</td>
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<tr>
<td>Supplies and other</td>
<td>10,446,374</td>
<td>9,788,178</td>
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<tr>
<td>Bad debt provision</td>
<td>2,380,784</td>
<td>2,184,853</td>
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<tr>
<td>Insurance</td>
<td>824,708</td>
<td>798,524</td>
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<tr>
<td>Interest</td>
<td>523,265</td>
<td>496,939</td>
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<tr>
<td>Depreciation</td>
<td>1,267,686</td>
<td>1,430,865</td>
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<tr>
<td>Total Expenses</td>
<td>37,454,662</td>
<td>35,955,659</td>
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<tr>
<td>Subtotal</td>
<td>(1,159,821)</td>
<td>(986,182)</td>
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<tr>
<td>Unrealized gain (loss) on interest rate swap</td>
<td>(19,017)</td>
<td>(74,495)</td>
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<tr>
<td>Loss on early extinguishment of long-term debt</td>
<td>0</td>
<td>(1,155,740)</td>
</tr>
<tr>
<td>Other than temporary decline in investments</td>
<td>(104,552)</td>
<td>0</td>
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<tr>
<td>Net unrealized gains (losses) on investments</td>
<td>(78,203)</td>
<td>47,636</td>
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<tr>
<td>Net assets released from restrictions used for purchase of property, plant and equipment</td>
<td>0</td>
<td>285,315</td>
</tr>
<tr>
<td>Increase (Decrease) in unrestricted net assets</td>
<td>(1,361,593)</td>
<td>(1,883,466)</td>
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## Condensed Balance Sheet

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and other short term investments</td>
<td>8,776,799</td>
<td>5,773,652</td>
</tr>
<tr>
<td>Other current assets</td>
<td>5,904,080</td>
<td>8,756,989</td>
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<tr>
<td>Property, plant and equipment</td>
<td>11,239,428</td>
<td>11,981,490</td>
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<tr>
<td>Other assets</td>
<td>207,356</td>
<td>259,023</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td>26,127,663</td>
<td>26,771,154</td>
</tr>
<tr>
<td>Current liabilities</td>
<td>6,280,545</td>
<td>5,452,704</td>
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<tr>
<td>Long term debt</td>
<td>9,122,601</td>
<td>9,218,601</td>
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<tr>
<td>Other liabilities</td>
<td>109,463</td>
<td>102,676</td>
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<tr>
<td><strong>Total Liabilities</strong></td>
<td>15,512,609</td>
<td>14,773,981</td>
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<tr>
<td>Unrestricted net assets</td>
<td>8,424,522</td>
<td>9,786,115</td>
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<td>Temporarily restricted net assets</td>
<td>2,164,076</td>
<td>2,179,069</td>
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<tr>
<td>Permanently restricted net assets</td>
<td>26,456</td>
<td>31,989</td>
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<tr>
<td><strong>Total Net Assets</strong></td>
<td>10,615,054</td>
<td>11,997,173</td>
</tr>
<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td>26,127,663</td>
<td>26,771,154</td>
</tr>
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</table>

## Supporting Statistical Information

### Summary of Patient Service Utilization

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2007</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inpatient</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Admissions</td>
<td>834</td>
<td>739</td>
</tr>
<tr>
<td>Births</td>
<td>285</td>
<td>284</td>
</tr>
<tr>
<td>Acute care patient days</td>
<td>2,100</td>
<td>2,285</td>
</tr>
<tr>
<td>Acute care length of stay</td>
<td>3.8</td>
<td>3.1</td>
</tr>
<tr>
<td>Acute care daily census (20 beds)</td>
<td>5.7</td>
<td>6.2</td>
</tr>
<tr>
<td><strong>Extended Care Facility</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resident days</td>
<td>16,735</td>
<td>16,824</td>
</tr>
<tr>
<td>Length of stay</td>
<td>131.8</td>
<td>101.2</td>
</tr>
<tr>
<td>Average daily census (50 beds)</td>
<td>45.7</td>
<td>46.0</td>
</tr>
<tr>
<td><strong>Outpatient</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emergency Room (including ICC)</td>
<td>10,366</td>
<td>9,898</td>
</tr>
<tr>
<td>Clinic visits (Physician Practice)</td>
<td>41,848</td>
<td>43,995</td>
</tr>
<tr>
<td>Surgeeries (inpatient &amp; ambulatory)</td>
<td>2,241</td>
<td>2,313</td>
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<tr>
<td>Lab procedures</td>
<td>109,616</td>
<td>103,676</td>
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<tr>
<td>Physical/Occupational Therapy</td>
<td>5,909</td>
<td>5,559</td>
</tr>
<tr>
<td>Radiology</td>
<td>17,346</td>
<td>18,482</td>
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</table>
APD has been able to extend its reach
Throughout our Annual Report, you’ve had a chance to see how APD benefits the Upper Valley. The valuable work we do in our community would not be possible without the individuals, businesses, and foundations who give so generously of their resources.

Through individual donations and grant programs, APD has been able to extend its reach and provide financial support to many worthy programs on and off our campus.

This year our community partners helped us provide:

• A part-time dental case manager for families in the Mascoma Valley School District
• A one-day weekend dental clinic held at the Robert A. Mesropian Center for Community Care
• Dental services including dental sealants and screenings for six Upper Valley schools
• Emergency dental care for Upper Valley children
• Funding for construction of the Hughes Care Unit, which will help Harvest Hill residents remain in the community they call home
• The ActiveStep system for rehabilitation and fall prevention
• Equipment for the Birthing Center and Medical-Surgical Unit, including telemetry (continuous monitoring) equipment and a better way of treating infant jaundice
• And much more

We are also grateful for the financial and volunteer support given by the Alice Peck Day Memorial Hospital Auxiliary, whose tireless commitment has helped sustain APD for more than 75 years.

On behalf of the Trustees, the hospital staff and providers, and the many Upper Valley residents we serve, we thank the following people and organizations for their financial support during the past fiscal year.
Our Donors

Between October 1, 2007 and September 30, 2008, Alice Peck Day Health Systems, Corp. received individual, corporate, and foundation contributions totaling more than $1.8 million. It is impossible to adequately express the gratitude we feel toward those who provided this extraordinary support. While APD exists to serve the community, clearly the community is serving us as well. By any measure, we are blessed to have such generous friends.

Melanie N. Moore, *Director of Development and Community Relations at APD*

**Annual Giving Program**

**Leaders** $5,000+
Donald L. Burnham, MD
Geokon, Inc.
Mr. & Mrs. David M. Roby

**Innovators** $2,500+
Anonymous
Mr. & Mrs. Romer Holleran
The Jack & Dorothy Byrne Foundation
The Peter J. McLaughlin and Jane Kitchel McLaughlin Family Fund

**Pacesetters** $1,000+
Anonymous
Mrs. Harriette S. Barnes
The Barrette Family Fund of the NH Charitable Foundation—Upper Valley Region
Carroll Concrete Company
Mrs. Elizabeth Craig
Mr. & Mrs. James W. Crowell
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For the past 20 years, Alice Peck Day Memorial Hospital has hosted the Bill McCaffrey Road Race to benefit the Extended Care Facility. We would like to thank the sponsors, volunteers and contributors to our final Road Race for their generous support.

Extended Care Facility residents, family members and employees pose with the family of the late Bill McCaffrey, founder of the Road Race and a devoted volunteer at the ECF.

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Special gifts are restricted to a specific purpose or project, and we are grateful to our supporters who contributed to many of the causes at the Hospital and Harvest Hill.

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We are saddened by the loss of two Homestead Society members who passed away this past year, but we are deeply gratified by the legacies they have left to the Hospital:

Mary T. Burke  
James A. Hughes

We thank the following people who have “planted” seeds through their estate planning, and helped to secure APD’s future:

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We strive to ensure that our reports are accurate. If you find an error or omission, please accept our sincere apology and notify us at 603-443-9569.
An accident at his school knocked out one of Anthony Stone’s front teeth. Indian River School nurse Debbie McDermott thought quickly; she popped the tooth into a glass of milk. When she realized Anthony lacked a dental provider, she called Nancy DuMont, Manager of the Department of Community Health at APD. Nancy arranged for a dentist to see Anthony that day, and his tooth was re-attached.

Today, Anthony’s smile is bright ~ and complete.

Anthony is just one of many Upper Valley residents who were supported by our Department of Community Health in 2008.