



*Touching  
Lives*

Baystate  Health

2008 ANNUAL REPORT



# Baystate Health

Welcome to Baystate Health's 2008 Annual Report.  
This report highlights the accomplishments of our 10,000 employees,  
physicians, and volunteers and showcases  
the substantial impact of Baystate Health on the communities it serves.

Thank you for taking the time to learn more about us.

## BAYSTATE HEALTH MISSION

To improve the health of the people in our communities  
every day, with quality and compassion.

Access additional information at [baystatehealth.org/annualreport](http://baystatehealth.org/annualreport). 





## TABLE OF CONTENTS

3

Message from Baystate Health  
Board Chair and President & CEO

4

Baystate Health National Awards  
and Recognitions

6

Highlights of 2008

30

Hospital of the Future

32

Financials

34

Board of Trustees  
and Leadership

39

Opportunities

40

Tell us your Story



At Baystate Health, we are passionate about the care we give and thankful for the opportunities we get to touch lives every day. Last year, we delivered 4,957 babies, performed 32,125 surgical procedures, and cared for 46,515 patients in our three hospitals. We are humbled by your confidence in us.

Residents of western Massachusetts recognize the critical role Baystate Health plays as a not-for-profit organization. We are the largest private employer in the region, the only Level 1 Trauma Center and teaching hospital, with community-based hospitals, health centers, and medical practices all focused on providing outstanding quality care. Fulfilling this role is a significant responsibility. It's also our charitable mission. When we work to improve health with quality and compassion, we are doing it 24 hours a day, seven days a week, year after year.

Like health care organizations throughout the country, we faced a challenging set of circumstances in 2008. There were unanticipated changes in governmental and insurance reimbursements, and unprecedented instability in financial markets, investments, and the regional and global economies.

In response to the environment, we did what we always do to ensure we are prudent stewards of our resources. We evaluated our priorities and made decisions for the good of our patients and communities to maintain financial strength that ensures quality care in the long term.

At year's end, we had an operating margin of \$45.5 million to invest in our most urgent capital needs for clinical services, technology and facilities, which marked a \$13.6 million decrease from the previous year's operating margin. In 2008, we had \$86 million in unfunded capital needs as the health care needs of our communities continue to outpace our resources.

This is clearly a period of scrutiny and transition for health care, with potential health care reform on the horizon. Our goal is to be proactive, prepared and adaptable to change, so that we continue to bring the best to our patients. Many people and organizations have cited Baystate Health's ability to adapt as one of our greatest strengths.

No matter what uncertainties may exist in society, our communities depend on the people of Baystate Health to be there when they need us. With outstanding employees, physicians, and volunteers, and support from a generous community providing much needed gifts through the Baystate Health Foundation, we remain committed to bringing you nationally recognized care and life-saving technologies, close to home.

In this annual report we provide a look back at a year of lives touched, and of significant progress and work that supports quality care and builds communities.

Sincerely,

Mark R. Tolosky, FACHE  
President & Chief Executive Officer  
Baystate Health

Charles L. D'Amour  
Chair, Board of Trustees  
Baystate Health





U.S. News & World Report "America's Best Hospitals 2008" – For the second year in a row, Baystate Medical Center was recognized for its achievements in endocrinology and bariatric (weight loss) surgery.



U.S. News & World Report/National Committee for Quality Assurance "America's Best Health Plans 2008" – Honored for the third consecutive year, Health New England ranked sixth out of 239 national commercial health plans recognized.



SDI "Top 100 Integrated Healthcare Networks 2009" – Honored for the tenth year in a row, Baystate Health ranked 31st in the annual assessment of the 100 most highly integrated healthcare networks in the country by SDI (formerly Verispan).

## Baystate Health

Based in Springfield, Massachusetts, Baystate Health is a multi-institutional integrated health care delivery organization serving a population of nearly 750,000 in western New England. With over 10,000 employees, Baystate Health is the largest private employer in western Massachusetts.

**BAYSTATE MEDICAL CENTER** in Springfield, MA, is the region's only tertiary care referral medical center and Level I Trauma Center. With more than 7,000 employees, Baystate Medical Center is a 653-bed academic teaching hospital and the Western Campus of Tufts University School of Medicine, serving as a regional resource for specialty medical care and research, while providing comprehensive primary care services to the community.

**BAYSTATE CHILDREN'S HOSPITAL**, located within Baystate Medical Center, is a 110-bed facility providing comprehensive care for children, including the region's only pediatric intensive care and neonatal intensive care units. Baystate Children's Hospital provides 50 inpatient and outpatient services, including pediatric inpatient care, a pediatric emergency room, a child life program, and a comprehensive range of primary and specialty care services, including diabetes, pulmonology, neurology, infectious disease, hematology-oncology, gastroenterology, surgery, and cardiac services.



Thomson Reuters "Top 100 Performance Improvement Leaders, Major Teaching Hospitals" – Baystate Medical Center was named among the Thomson Reuters 100 Top Hospitals: Performance Improvement Leaders, based on a study of the five-year performance of more than 2,800 hospitals on a variety of clinical, financial, operational and patient safety criteria.

**BAYSTATE FRANKLIN MEDICAL CENTER** in Greenfield, MA, with 93 beds, provides inpatient and outpatient services to communities in Franklin and Hampshire counties and southern Vermont. The Birthplace, cardiopulmonary services, outpatient surgical services, a medical/behavioral unit, a sleep center, digital mammography, and emergency room fast track are some of the specialized programs offered by the hospital.

**BAYSTATE MARY LANE HOSPITAL** in Ware, MA, is a 31-bed, community-based hospital offering a wide spectrum of services, from women's health, maternity, and pediatrics, to surgical and intensive care, including 24-hour emergency services.

**BAYSTATE MEDICAL PRACTICES** includes 500 physicians and mid-level providers in 35 primary care and specialty practices in over 60 locations in western Massachusetts. BMP physicians practicing in greater Springfield mentor, supervise and train over 307 residents and fellows at Baystate Medical Center, as well as third- and fourth-year medical students from Tufts University School of Medicine.

**BAYSTATE VISITING NURSE ASSOCIATION & HOSPICE** is the area's largest home health care and hospice agency, serving patients and families throughout western Massachusetts. Another Baystate Health home care service, Baystate Home Infusion & Respiratory Services, provides home infusion and respiratory care throughout the Baystate Health service area.

**HEALTH NEW ENGLAND**, based in Springfield, MA, is one of the largest managed care organizations in the region, with more than 100,000 members in western Massachusetts and surrounding communities.



Joint Commission Accreditation – Baystate Franklin Medical Center, Baystate Mary Lane Hospital, Baystate Medical Center, and Baystate Visiting Nurse Association & Hospice were re-accredited in 2008, with distinction..



American Nurses Credentialing Center (ANCC) "Magnet Hospital for Nursing Excellence" – Baystate Medical Center is recognized for providing the very best in nursing care.



American Association of Critical-Care Nurses (AACN) "Beacon Award for Critical Care Excellence" – Baystate Medical Center's Adult Intensive Care Unit earned this distinction for the fourth year in a row in 2008 – the only unit in Massachusetts to receive the award and the only unit in the country to receive it four years in a row.

American Association of Critical-Care Nurses (AACN) "Beacon Award for Critical Care Excellence" – Baystate Medical Center Daly 6B, a surgical intermediate care unit, is one of only a few progressive care units in the country recognized with this award in 2008.





# Touching Lives

*At Baystate Health, we are honored to serve people during a time of need, to care for them and touch so many lives in the process.*

While we work to be the fastest in the state at getting cardiac patients to our Cardiac Catheterization Laboratory to open a blocked vessel, what it really means is that we are saving more lives and giving families a chance to continue their lives together. As we educate and train new physicians and nurses in an outstanding learning environment – what it really means is that we are ensuring future patients have experienced caregivers at their side.

Each year, we strive to be the best for our patients and families. We deliver care nationally recognized for quality and safety. We adopt and even develop best practices, and mentor other health care institutions across the country in the safest and best ways to deliver care.

In 2008, the people of Baystate Health achieved many milestones as we lived our charitable mission of improving the health of the people in our communities every day, with quality and compassion.

*Caring through the generations. -- Dr. Jeanette Tokarz, Baystate Medical Practice Quabbin Pediatrics, shares a moment with patient Khaliyah Gagner. Khaliyah is the granddaughter of employee Susan Gagner, LPN POP, who has worked with Tokarz for the last thirteen years. Sue Gagner's sons, as children, received their medical care from the practice.*



# Highlights

## OF 2008



### Excellence in Patient Care

As a Top 100 Integrated Healthcare Network and Performance Improvement Leader, and named one of America's "Best Hospitals" by U.S. News & World Report, how is Baystate Health consistently ranked among the top hospitals and health systems in the country? We provide quality, evidence-based care in a safe and patient-focused environment. In 2008, we made major strides in the areas of quality and safety.

8

The needs of patients in the region are growing. In 2008, staff at Baystate Medical Center, Baystate Franklin Medical Center and Baystate Mary Lane Hospital provided care to 46,515 patients admitted for care and 155,879 patients who sought emergency care, an increase in patients compared to 2007.

Speed counts when treating heart attacks. With a median time of 66 minutes, Baystate Medical Center consistently beat the national best practice of 90 minutes for getting patients from the Emergency Department to the Cardiac Catheterization Lab to open the blocked vessel in the case of ST elevation myocardial infarction. Baystate Medical Center also rated better than the state average in the percent of these heart attack patients arriving at the Cardiac Catheterization Laboratory within 90 minutes.

The Joint Commission, the nation's predominant standards-setting and accrediting body in health care, continued accreditation of the three Baystate Health hospitals after successful on-site surveys. Surveyors expressed confidence in our organizations, the care, and recognized the knowledge and compassion of our staff. They planned to share some of our practices with other organizations.

Baystate Health is committed to saving lives and being one of the safest hospital systems in the country. Our quality reports highlight the fact that our outcomes are among the best in the U.S. and that our complication rates are among the nation's lowest.

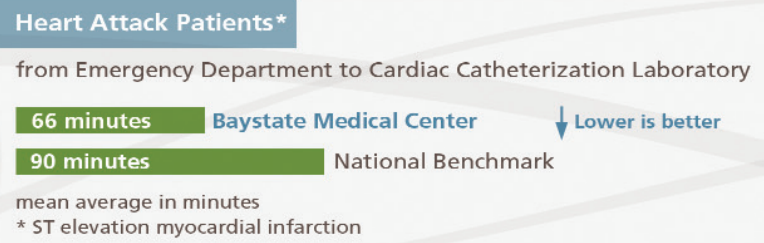
Masspro, the organization that monitors and promotes health care quality in Massachusetts on behalf of the federal government, recognized Baystate Medical Center for leadership in the areas of heart attack, heart failure, pneumonia, and surgical care. By participating in the project and sharing best practices, Baystate Medical Center helps establish standards of excellence in patient safety and overall quality of care in Massachusetts and around the country. The award salutes the hospital's work in a Centers for Medicare and Medicaid Services project to set benchmarks for high-quality health care.

In 2008, HNE earned two prestigious national honors. The National Committee for Quality Assurance (NCQA) released its Quality Compass® 2008 report recognizing HNE with its highest rating for Customer Service among 160 commercial health plans in the United States. U.S. News & World Report/NCQA America's Best Health Plans 2008 survey ranked HNE number six among commercial health plans across the nation. For 2009, HNE has contracted with the federal government to offer Medicare Advantage plans in Hamden, Hampshire and Franklin counties.

Working with the Massachusetts Department of Public Health, Baystate Health Ambulance medical directors and paramedics were one of the first in western Massachusetts to develop and use CPAP (continuous positive airway pressure) for congestive heart failure patients being transported in ambulances. The advantages of using CPAP are improved patient outcomes, fewer intubations, and shorter hospital stays.

Over 600 patients each year are admitted to Baystate Health facilities for evaluation and treatment of ischemic stroke. Each of our three Baystate Health hospitals is designated by the Massachusetts Department of Public Health as a Primary Stroke Center. Both Baystate Medical Center and Baystate Franklin Medical Center received American Heart Association's "Get With The Guidelines" achievement awards for implementing a higher standard of care for stroke patients.

9



**Baystate Health provided**  
\$51 million in unreimbursed care to patients in 2008, about \$140,000 a day on average.





Baystate Visiting Nurse Association & Hospice staff formed process improvement teams based on lean methodology principles to increase efficiency and improve outcomes. Teams outlined steps from referral and intake through staff assignment, admissions, and billing. The effort helps streamline the flow of operations while continuing to support quality patient care.

The Baystate Regional Sleep Program at Baystate Health offers hospital-based polysomnography and medical management. The Neurodiagnostics and Sleep Center at Baystate Medical Center, accredited by the American Academy of Sleep Medicine, partnered with the medical leaders of Baystate Franklin Medical Center and Baystate Mary Lane Hospital to create a standardized diagnostic facility design and multidisciplinary approach to the practice of sleep medicine. Our sleep experts are trained in the specialties of Neurology and Pulmonary Medicine and include board-certified sleep specialists, fellowship trained and board-eligible sleep specialists, and physician assistants.

Baystate Medical Practices welcomed seven new practices, increasing access to expert physicians in Franklin, Hampden, and Hampshire counties. The new practices meet community needs in Springfield, Greenfield and Ware, and include: BMP Greenfield Urology; BMP Greenfield Surgery; BMP Valley Orthopedic Surgery and Sports Medicine, a multi-specialty surgical group; BMP Greenfield Gastroenterology; BMP Mary Lane Surgery; Baystate Mary Lane Hospital Radiology; and Baystate Pediatric Hospital Medicine.

Baystate Vascular Services (BVS) was established, dedicated to the diagnosis and treatment of patients with peripheral vascular disease. BVS brings specialists in vascular surgery, interventional radiology, and cardiology into a single practice. This model standardizes treatment plans and strategies, emphasizing a patient-centered approach to care involving new levels of interdisciplinary cooperation with the goal of greater economic efficiency. The practice is located at 3500 Main Street in Springfield.

Baystate Reference Laboratories (BRL), Baystate Health's clinical diagnostic laboratory service, performed over four million tests in 2008, helping to monitor, diagnose, and treat patients across western Massachusetts. BRL uses electronic interface capabilities including a variety of electronic medical record systems, allowing physician offices to receive results immediately into their record systems so patients get results faster. For the convenience of patients and providers, BRL has 26 patient service centers throughout the region. The Laboratory Services Guide is available at [baystatehealth.org/brl](http://baystatehealth.org/brl).



*"The physicians and staff at Baystate Medical Center saved my life," says Sue Lawson referring to her triple bypass heart surgery. She now volunteers for the Baystate Cardiac Rehabilitation & Wellness program in which she spent 26 sessions getting healthy after surgery.*





In 2008, Baystate Franklin Medical Center improved scores in key quality measures and, in some areas, is at or above the 90th percentile nationally for patient satisfaction. These successes were the direct result of quality and safety improvement teams including physicians, nurses, clinical leaders, and staff.

In 2008, Baycare Health Partners improved diabetes outcome measures and supported physicians in enhancing the care of diabetes heart, and stroke patients. Baycare Health Partners is a physician-hospital organization serving three Baystate Health hospitals and over 200 medical practices in the Pioneer Valley. Staff helped member physicians achieve recognition in the NCQA's Diabetes Physician Recognition Program (DPRP) and Heart/Stroke Recognition Program (HSRP). During 2008, Baycare also focused on enhancing its member practices' understanding of the importance and challenges of improved access, coordination of care, and patient experience through on-site practice consultations.

Obstetrics at Baystate Mary Lane Hospital recently implemented a team model to ensure quality care. In team meetings, clinicians and nurses develop a shared vision of a patient's care plan. When preparing for the labor and delivery of a high risk obstetrical patient, the concepts of team training were employed, enhancing communication, resource management, and specific care of the patient. The personal attention of caregivers and recent renovations at Baystate Mary Lane Hospital have resulted in the hospital earning some of the highest patient satisfaction ratings in the country.

Baystate Medical Center adult community health centers began patient-focused care redesign to improve the delivery of care and patient satisfaction. The effort began with talking to community members about their needs and health care experiences. Implementation of changes has begun with results in improved access, efficiency, and continuity of care. Many patients have already experienced changes such as getting appointments with a provider more quickly, spending less time in the waiting

room, spending more time with their provider, and having referrals, orders and forms completed prior to leaving the office.

Baystate Home Infusion & Respiratory Services made 5,227 skilled nursing visits, 4,296 respiratory therapy visits, and 27,258 medical equipment technician visits in 2008 to households in western Massachusetts, allowing patients to receive care in their homes that once was only available in hospitals.

Caregivers at Baystate Children's Hospital, a fully-accredited children's hospital within Baystate Medical Center, enhanced care and created positively memorable experiences for children and their families. A Family Advisory Council of parents and patients shared insights to create positive change; Spirit of the Child team communication training to 195 caregivers strengthened the culture of safety and teamwork; and more frequent rounding (or check-ins) increased parent and nursing satisfaction.

## Technology Supports Quality Care

*Baystate Health uses the latest technology to enhance quality, safety and efficiency of care. We are a national leader because of the commitment of employees and medical staff to planning for and using new technology to deliver better, safer care.*

Baystate Medical Center is among the top one percent of hospitals in the United States for our advanced Electronic Medical Record (EMR), according to HIMSS Analytics. The EMR Adoption Model<sup>SM</sup> identifies and scores hospitals using a scale that charts the path to a fully paperless environment. Baystate Franklin Medical Center and Baystate Mary Lane Hospital are ranked among



### Number of Emergency visits

to Baystate Health hospitals  
 2008: 155,879  
 2007: 154,475  
 427 (2008) and 423 (2007) visits per day on average



### Baystate Visiting Nurse Association & Hospice

nurses traveled **880,000 miles** in 2008 to deliver care, or more than **35 times** the circumference of the earth at the equator.





the top two percent of hospitals in the country, which is especially high for community hospitals of their size. Baystate Medical Center achieved the prestigious Stage 6 EMR adoption recognition which acknowledges bar coding medication technology, physician documentation, and PACS systems allowing physicians to view images via the intranet.

In 2008, a national study published by *Hospitals & Health Networks* magazine identified Baystate Health as “one of the most wireless health providers in the nation.” Baystate Medical Center has offered patients and visitors free wireless Internet service throughout its facilities since 2005 and was the first hospital in the region to do so. The Most Wireless recognition identifies hospitals that have embraced wireless technology and leveraged it to improve patients’ experience, making it easier for them to stay connected to the outside world during hospitalization. Wireless technology helps doctors access the most up-to-date medical information when they need it. Baystate Health is one of 25 health systems in the country to receive the Most Wireless honor, and has been recognized twice in three years.

Bar code scanning technology first used by supermarkets is now helping Baystate Medical Center deliver safer care. Using state-of-the-art technology at the bedside, nurses identify patients by scanning their ID wrist band and then each medication to verify that the right medication, right dose, and right form is given the right way at the right time. Nurses receive an alert if the correct patient or medication is not identified. As of December 2008, more than 90 percent of Baystate Medical Center patient care areas use this technology, and over 95 percent of patients and 80 percent of medications are identified and verified using this technology.

Baystate Medical Center’s world-class pathologists are employing new high-tech tools that combine computer imaging and microscope work to detect and treat breast cancer more effectively. Baystate Medical Center is one of the few hospitals in the country to use this approach called Computer-Assisted Imaging Analysis which data shows is more effective, more consistent, and more precise. With a 22-pathologist department, Baystate Medical Center sees about 50,000 surgical specimens a year and about one new breast cancer case a day.

A new electronic LCD screen and tool helps staff better triage and track patients in Baystate Medical Center’s Emergency Department, The FirstNet Triage and Patient Tracking system is paperless with orders displayed through the tracking system

*“Melissa challenges and inspires me,” says Mike Yu, a student nurse from the University of Massachusetts School of Nursing. Yu’s mentor is Melissa Arel, RN, BSN from Baystate Medical Center’s Springfield 1 respiratory/medical patient care unit which is an innovative and supportive environment for clinical nursing education. “Teaching gives me the opportunity to evaluate my own practice. This is a successful learning experience for both of us,” says Arel.*





and immediately posted and viewable by caregivers. This helps deliver safer care in this urgent care setting that cared for over 110,000 patients in 2008. Baystate Medical Center's Emergency Department is the second busiest site in Massachusetts and third busiest in New England.

Digital mammography is now offered systemwide at Baystate's Comprehensive Breast Center, Baystate Franklin Medical Center, and Baystate Mary Lane Hospital. Baystate Franklin Medical Center in Greenfield was the test site for the three Baystate Health hospitals and the first to officially implement this latest advancement in diagnosing breast cancer and other breast tissue abnormalities. The benefits of digital mammography technology include superior images, increased accuracy, and faster results.

The Telehealth Program combined with the Heart Failure Disease Management Program at Baystate Visiting Nurse Association & Hospice is helping nurses care for patients with heart failure at home, keeping them out of the hospital. Using a home monitoring system that includes a digital scale, pulse oximeter, thermometer, and custom-designed blood pressure cuff, nurses help to monitor and manage the care of patients. Frequent telephone contact with patients keeps clinicians aware of changes in their condition.

Baystate Health's new state-of-the-art blood donor mobile hit the road to accept blood donations at Baystate Health entities, area businesses, events, colleges, spiritual centers, and community organizations. The new five-bed mobile unit's welcoming environment includes scenic photographs, music, and healthy snacks and refreshments. All donations are used locally at Baystate Health hospitals to replenish red blood cells lost during surgery and traumas; plasma for patients with burns, shock and liver disease; and platelets often needed during chemotherapy.

## Education and Research

*As a teaching hospital and the Western Campus of Tufts University School of Medicine, Baystate Medical Center is a leader in innovative education and research shaping the future of medicine.*

As an academic medical center and the Western Campus of Tufts University School of Medicine, Baystate Medical Center welcomed 290 new residents and fellows, and over 350 medical students completed clinical clerkships in various specialties during 2008. Throughout the year, over 1,600 nursing students and almost 400 allied health students from local colleges and universities completed clinical training as part of associate, baccalaureate, masters, or doctoral-level work.

Baystate Medical Center's newly renovated Simulation Center and Goldberg Surgical Skills Laboratory was completed in April 2008. The center is one of only 39 worldwide that are American College of Surgeons-accredited Level 1 comprehensive education institutes. The over \$700,000 expansion provides an expanded surgical skills training laboratory and three patient simulation rooms that may be configured as operating rooms, emergency rooms, intensive care units, or regular ward patient rooms. It also has a control room with state-of-the-art computer, audiovisual and teleconferencing equipment. The expanded facility allows larger teams to be trained using virtual-reality surgical systems and high-fidelity adult and child patient simulators. Resident physicians, students, nurses, and others can train on more than 50 types of procedures, from advanced virtual reality laparoscopic surgery and open surgical procedures to suturing and surgical knot tying.

In 2008, the Massachusetts State legislature passed a bond bill signed into law by the governor that contained \$5.5 million for the Pioneer Valley Life Sciences Institute (PVLISI) to create a business incubator at 3601 Main Street to help early-stage companies develop while boosting the life sciences



### Top Three Reasons for Patient Admissions

- in 2008, Baystate Medical Center
- 1. Obstetrics and Delivery
- 2. Medical Cardiology
- 3. Pulmonary Medicine



### Babies born

Out of the almost 5,000 babies born at Baystate Health's three hospitals in 2008, there were 129 sets of twins and two sets of triplets.



industry in Springfield. The Institute was created in 2002 as a joint venture of Baystate Medical Center and the University of Massachusetts Amherst with the dual missions of biomedical research and economic development. The Massachusetts Congressional delegation secured \$1.6 million of new funding for the PVLSI, bringing the total funding over \$10 million. Visit [pvlsi.org](http://pvlsi.org) for more information.

Baystate Medical Center Patient Care Services and the University of Massachusetts Amherst School of Nursing implemented a Dedicated Education Unit (DEU) on Baystate Medical Center's Springfield 1. This respiratory/medical patient care unit serves as an innovative model for the clinical education of nurses and other clinical disciplines. The DEU model is designed to create a comprehensive educational experience, using a collaborative interdisciplinary team of students and staff engaged in patient-centered, quality care.

The National Institutes of Health awarded the Pioneer Valley Life Sciences Institute and University of Massachusetts Amherst more than \$1 million over four years to conduct research on how salmonella bacteria can kill cancerous tumors. The research will focus on salmonella that has been stripped of its toxins to see if it can be manipulated to attack tumors that can't be reached with traditional therapies. This award complements the work of five other NIH grants already in place at PVLSI which include:

- Dr. Magendra Yadava, Regulation of the Mitochondrial Respiratory Chain by Cyclic AMP
- Dr. Alan Schneyer, Physiologic Roles of Activin and Myostatin Antagonists
- Dr. Rong Shao, Role of a Novel Angiogenic Factor, YKL-40 in Breast Cancer Progression
- Dr. Joseph Jerry, Genetic Modifiers of Mammary Tumor Susceptibility and P53-Dependent Responses to Toxicants in Parous and Nulliparous Breast

The John Adams Innovation Institute announced a \$150,000 grant to Baystate Medical Center and The Chamberlain Group to support development of a new surgical training system. Combining proven simulation training techniques with the use of



*Luis Colón's diabetes and high blood pressure are under control because of, in his words, "the great care I've received at Baystate Mason Square Health Center for more than 20 years." Carmen Colón, Luis' daughter, receives primary care at Baystate High Street Health Center.*





non-biological replicas of human organs, the artificial-tissue project's immediate work is the development, production, and validation of a surgical training curriculum kit for open bowel surgery. The kit will include "ultrarealistic" artificial bowel tissue, surgical tools and multimedia instructional materials. Eventually, simulated tissue and training materials for other types of surgeries will be available.

in an eight-part health education series taught by Baystate physicians who are professors at Tufts University School of Medicine. Topics covered during the semester were surgery, psychiatry, cancer, pathology, emergency medicine, cardiology and total joint replacement. Graduates leave the program better able to make informed decisions about their health. To register for the fall 2009 semester of Mini Medical School, call Baystate Health Link at 413-794-2255 or visit baystatehealth.org/minimed. ☺

Baystate Medical Center has planned, developed and implemented a new General Pharmacy Practice PGY-1 Residency Program. Focusing on a broad range of clinical and administrative practice areas, residents customize their curriculum to pharmacy practice areas of interest. The program offers a balance of learning opportunities within areas of internal medicine, infectious disease, critical care, pediatrics, emergency medicine, hematology/oncology, research, medication safety and pharmacy administration. The program recently completed a multi-day accreditation survey by the American Society of Health Systems Pharmacists and is anticipating those results in the spring of 2009.

### Workplace of Choice

*Baystate Health is the region's largest private employer providing jobs to more than 10,000 people in our communities. Our talented and dedicated workforce brings the best to patients and their families every day and night. A supportive work environment, comprehensive benefits program, career development opportunities, health and worklife programs, and community volunteer opportunities, are just some of what makes Baystate Health an excellent place to work.*

Baystate Medical Center Midwifery Education is accredited by the American College of Nurse-Midwives. Affiliated with Tufts University School of Medicine, it is an autonomous post-baccalaureate program. Baystate Medical Center has had 82 nurse-midwife graduates in 17 years with a 100 percent first-time pass rate on the national certifying exam. Sixty percent of its graduates provide care to medically underserved, vulnerable populations. The program has moved from a 12-month certificate program to a five-semester long program affiliated with the Midwifery Institute of Philadelphia, which allows for concurrent study leading to both a certificate in nurse-midwifery and a master's in science degree.

Baystate Medical Center and community partners received a \$475,000 Workforce Competitiveness Trust Fund grant in 2008 to expand the health care workforce in western Massachusetts. The grant, funded by Commonwealth Corporation, addresses the need for additional skilled acute-care workers in the region and the shortage of long-term career opportunities for people in underserved communities.

Sixty community members had a taste of the medical school experience in 2008 as students of Baystate Medical Center's Mini Medical School. They got the inside track on medical advancements

Baystate Health was inducted into the western Massachusetts Entrepreneurship Hall of Fame – Class of 2008. Economic and Business Development at Springfield Technical Community College recognized the entrepreneurial spirit of Baystate Health and its employees.



#### Dresses for Divas

**166 dresses, 23 pairs of shoes, and 44 pieces of jewelry** were donated at Baystate Children's Hospital "Dresses for Divas" event for area high school girls who otherwise would not be able to afford prom attire.

#### Meals served at Baystate Medical Center

Up to **6,000 meals a day** are served at Baystate Medical Center, enough to provide one meal to each resident in Southamptton, MA – population 5,387 (Source U.S. Census Bureau).







The health of our employees is essential to the health of our patients and communities. Baystate Health is committed to helping employees be healthier by providing activities that support employee health and well-being. About 75 percent of Baystate Health employees took part in a major health initiative by completing an online health assessment which included online health improvement programs, wellness and disease management programs. This is one of the many ways in which Baystate Health is actively improving employee health.

Baystate Health's smoke-free environment, established in 2007, has continued to inspire others. During the year, 95 employees enrolled in employee smoking cessation programs, adding to the 500 assisted over the past several years. In 2008, Baystate Health smoking cessation experts supported patients who requested assistance and helped numerous organizations throughout the region with their smoke-free efforts.

Baystate Health enhanced diversity efforts, including the appointment of the health system's first chief diversity officer. The position was created to help Baystate Health attract, develop, and retain a diverse workforce and ensure our work environment reflects the organization's values, our commitment to our employees, and the cultures of the communities we serve.

Employees are motivated to go "green," recycling over 3,500 pounds of batteries, and over 2,000 pounds of steel, copper, and brass scrap metal. A total of \$115,906 was saved in 2008 from water conservation, recycling of batteries, cardboard/paper/bottles/cans, vending electricity, refrigeration cooling costs, scrap reimbursement, toner cartridges, and reusable trays at cafés.

To encourage employees to "eat their veggies," Baystate Health provided a Farm2Work program giving employees the opportunity to purchase a "share" of a local farm and pick up farm fresh produce at work. In addition to supporting local farms, employees brought fresh local produce home to enjoy.

Baystate Health signed the Healthy Food in Health Care Pledge with the international coalition Health Care Without Harm. The pledge means healthier food for patients, staff and visitors through local purchases of fruits, vegetables and hormone-free beef. The purchases, in turn, help boost area economies and reduce pollution generated by long-distance trucking of food.

Baystate Health celebrated volunteers in 2008 who gave their time on behalf of patients and families. A total of 375 volunteers and 64 honorary Auxiliary members donated about 52,000 hours at Baystate Franklin Medical Center. Baystate Medical Center had 394 volunteers who gave 44,254 hours of their time. At Baystate Visiting Nurse Association &

*Helen Caulton-Harris, director of the Division of Health and Human Services for the City of Springfield, plays a key role in developing health policy, particularly for underserved communities. Sharing knowledge and experience, Caulton-Harris and Baystate Health work together to positively impact the health and well-being of the people of our communities.*





Hospice, 136 volunteers shared a total of 4,224 hours. Baystate Mary Lane Hospital had 45 volunteers who logged 4,500 hours. Baystate Health gratefully acknowledges the dedication of our volunteers and auxiliary members.

In 2008, Baystate Medical Center supported the North End Housing Initiative in the construction of two homes on Jefferson Avenue in Springfield. Reflecting our commitment to the neighborhood and the city, the initiative creates affordable housing for first-time homebuyers. Under the agreement, one of the homes will be offered to a Baystate Health employee.

## Community Impact

*Baystate Health is committed to healthier communities. We extend the traditional definition of health to include economic opportunity, affordable housing, education, and safe neighborhoods. We have formed strong partnerships with community-based organizations allowing us to effectively carry out our charitable mission to improve the health of the people in our communities.*

Providing access to care took many forms in 2008, some traditional and others innovative. Baystate Medical Center's Access Services helped over 3,000 people with their applications to obtain health care coverage through the Health Safety Net (Free Care), MassHealth and Commonwealth Care. Baystate Health's Indigent Drug Program assisted outpatients unable to afford their medications. Baystate Medical Center Women's Health Network helped uninsured and underinsured women access lab and radiological services. Counselors helped patients apply for Baystate Health's Financial Assistance Program and assisted parents of critically ill newborns to obtain SSI (Supplemental Security Income) benefits.

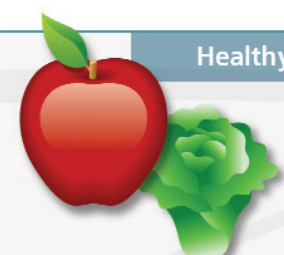
Baystate Health provides more charity care for patients in need than any other hospital in the region, including \$51 million in unreimbursed care in 2008, \$55.3 million in 2007 and \$59 million in 2006.

Baystate Health supports a range of collaborative efforts to address our communities' health issues including permanent housing needs for homeless persons; oral-dental health clinics for low income children and families; health education and screening programs to promote early disease detection and intervention; and innovative educational ventures with schools throughout Baystate Health's service area.

Baystate Medical Center continued its commitment to improve educational outcomes for Springfield public school students by expanding the Baystate-Springfield Educational Partnership (BSEP). BSEP's goal is to advance the academic and career development of students K-12 to help them achieve rewarding careers in health care. In 2008, BSEP expanded its training programs to include phlebotomy, and already two of the students have been hired by Baystate Medical Center. The Career Prep program also established a curriculum in simulation education at our nationally accredited simulation center.

Baystate Health committed to invest \$9.6 million in Springfield over seven years to fulfill our community benefits requirements for Baystate Medical Center's Hospital of the Future. This support will address public health priorities such as nutrition, teen pregnancy, violence prevention, diabetes, and asthma, as well as take on broader issues such as education, housing, and employment.

Baystate Franklin Medical Center's popular hands-on learning "Blood & Guts" program extended its reach to high school age students, with greater emphasis on health care careers. Clinical staff from Radiology/Imaging, Laboratory, Food & Nutrition, Cardiopulmonary, Emergency Nursing, and Surgery participate in this educational program.



### Healthy foods served by Baystate Health in 2008:

- 51,000 lbs. of romaine lettuce blend
- 28,880 apples
- 21,324 pints of grape tomatoes
- 7,000 lbs. of ground turkey
- 4,000 lbs. of tilapia

### Top five languages interpreted

most frequently by Baystate Medical Center's Interpreter & Translation Services in 2008:

- |               |               |
|---------------|---------------|
| 1. Spanish    | 4. Portuguese |
| 2. Russian    | 5. Polish     |
| 3. Vietnamese |               |





Baystate Mary Lane Hospital constructed and completely supplied a “Health Room” located at the Ware Senior Center. The room is designed to be used for screening and is equipped by the hospital with items including a stretcher and phlebotomy chair. Nursing staff coordinated, participated and provided supplies necessary to conduct a flu clinic, inoculating over 230 Ware seniors.

Baystate Health and the Massachusetts Department of Public Health continued our collaboration which began in 1989 to provide health care in Springfield Public Schools by operating five School-Based Health Centers within city schools. The health centers provide developmentally appropriate and comprehensive care at Central High School, Gerena Montessori Elementary School, High School of Commerce, Rebecca Johnson Elementary School, and Roger L. Putnam Vocational Technical High School. During the 2007-2008 school year, the School-Based Health Center Program conducted 2,663 visits allowing students to stay in school after receiving the necessary health care from our nurse practitioners.

Baystate Medical Center held its second annual “Adopt a Classroom Challenge” with employees providing much needed supplies to children and teachers in over 120 Springfield classrooms for the 2008-2009 school year. Baystate Medical Center also teamed with the New North Citizens Council at the beginning of the school year to provide 1,000 children in the North End of Springfield with backpacks. Baystate donated the backpacks with a portion of the cost defrayed by Staples and the JC Penney outlet.

In 2008, Baystate Health’s Interpreter and Translation Services marked its 30th anniversary and more than 30 languages spoken. Interpreters handled over 60,000 encounters. Languages interpreted include American Sign Language, Arabic, Cantonese, Gagauzian, Korean, Mandarin, Polish, Portuguese, Russian, Somali, Spanish, Swahili, Turkish, Ukrainian, and Vietnamese.

Parents and caregivers in western Massachusetts have a free and convenient way to get their child’s safety seat inspected thanks to Safe Kids of Western Massachusetts, led by Baystate Children’s Hospital. The Safe Kids program teaches parents and caregivers how to keep kids free from injury. Approximately 750 car seats were checked in 2008, and 150 car seats were provided to families in need through our community partners.



*Baystate Franklin Medical Center is an important part of the lives of Phyllis Roy (right) and Pat Coffin, RN. It was the birthplace of Roy, whose father was a physician there, and a haven of care for family members of Coffin. Employee co-chairs of the hospital’s Campaign for Patient Care, they help ensure technology and programs are supported so great care continues.*





Baystate Health's Springfield-based employees gave generously during the 2008 United Way of Pioneer Valley Campaign and successfully achieved the goal of \$410,000. Baystate Franklin Medical Center employees met and far surpassed its original goal of \$30,000, raising \$45,550.

In December 2008, Baystate Health delivered over 3,700 toys collected through the annual employee Holiday Toy Drive. The toys were designated for local families challenged by economic difficulties during the holiday season.

100 individuals came out to walk in honor of hospice staff and volunteers as well as to honor loved ones they have lost. Hospice services help terminally ill patients to be cared for at home and provide emotional support for families. In 2008, more than 3,000 patients and their family members benefited from the Hospice Program.

About 130 bicyclists turned out in September for Baystate Franklin Medical Center's first "Wheeling for Healing" Bike Ride. The event was a fundraiser for the hospital's Patient Needs Fund, which helps patients with coverage of one-time expenses they could not otherwise afford, such as prescriptions, transportation, or medical supplies.

A combined total of more than \$84,500 was raised to support the Baystate Regional Cancer Program at Baystate Mary Lane Hospital through two special events – The Walk of Champions with over 650 walkers participating and the Shirley Batsie Memorial Rose Sale.

Mr. John W. McNair, was recognized as the Philanthropist of the Year by the Association for Healthcare Philanthropy for his generous donations to Baystate Health. McNair established the "John W. McNair Prostate Cancer Research Fund" at Baystate Health. In addition to this legacy gift, he is an annual fund donor and has named Baystate Mary Lane Hospital as a beneficiary of his trust.

The "Ken Frankel, MD - Fund for Collaborative Surgical Education" was established with an honor memorial gift from the Frankel family. Frankel served as chief of Thoracic Surgery at Baystate Medical Center and the fund is an extension of his passion. His extended family, friends and colleagues have enhanced the fund with generous donations.

The 15th anniversary Rays of Hope – A Walk Toward the Cure of Breast Cancer raised \$850,000 to support breast health and research programs at Baystate Health and various community programs. The fundraiser had its greatest number of walkers and teams ever – over 15,000 walkers and 420 teams.

The 22nd Annual Children's Miracle Network (CMN) telethon raised \$716,000. Funding supports pediatric equipment, programs, and services at Baystate Children's Hospital, Baystate Franklin Medical Center, and Baystate Mary Lane Hospital, as well as Baystate Visiting Nurse Association & Hospice.

The 11th Annual Step Out for Hospice was held in May 2008 at Springfield's Forest Park. The walk raised \$80,000 for the Hospice Program of the Baystate Visiting Nurse Association & Hospice. Almost

### Philanthropy

*In 2008, many of our friends and neighbors chose Baystate Health as their charity of choice and supported our mission through philanthropy. These friends, including grateful patients and family members, generously invested in each entity at Baystate Health and the impact of their generosity continues to be extraordinary in helping us to treat, heal, and save lives. To contact the Baystate Health Foundation, please call 413-794-GIVE or visit baystatehealth.org/bhf.*



**2008 Blood Donations**  
The Blood Donor Center at Baystate Medical Center collected approximately **2,500 units** of whole blood and **600 doses** of platelets. An estimated 6,200 patients received these donations.

#### Baystate Health Volunteers

gave 104,978 hours in 2008. Volunteering eight hours a day, five days a week, that's equal to over 50 years.





# Hospital OF THE FUTURE



Baystate Medical Center's Hospital of the Future was on track to open for patient care in 2012 when the economic crisis hit in the fall of 2008. With the sudden decline of the financial market, including the inability to go out for bonds to finance a project of its magnitude, leaders took the next several months to carefully review the size and scope of the project.

Baystate Health leaders weighed such factors as the growing health care needs of the community and the importance of the project to the City of Springfield and the region, with a contracting economy and financial resources. In late winter, the board of trustees voted to continue with some revisions to the project – all highly contingent upon the ability to secure financing.

The revised scope includes an incremental approach to building that will reduce the initial cost. The concept still includes a state-of-the-art heart and vascular center; patient care rooms built with input from patients, families and clinical staff; and over time a new children's hospital, emergency department, and surgical facility.

As all options for project funding are being explored, site preparation continues using capital funds as planned. The Porter-Harris Building is now cleared and excavation of the ground is underway.

## Recycling the Porter-Harris Building

The Porter Memorial Building was built in 1924 as a residence for nurses, with the Harris wing added in 1931, in the days when it was required that nursing school students live on campus. The building had multiple uses since those days, most recently serving as offices for Baystate Medical Center employees.

Beginning in the fall of 2008, the building came down methodically, with some of the brick exterior removed by hand to safely recover 2,000 bricks for future use. The remaining bricks are being crushed and recycled. A portion of the old entry pediment and several of the Corinthian pilaster capitals from the façade were preserved, for possible reuse as decorative elements in the new building.

Most of the building's material, including concrete, ceiling tiles, and wood framing, is being recycled. In fact, 90 percent of the building is being recycled, with just 10 percent designated for landfill waste. Recycling the Porter-Harris building complements the ecological and resource-efficient plans for the Hospital of the Future.

## Preserving the Past

From the inside out, many steps were taken to preserve the Porter-Harris building's history and artifacts. Much of the building's interior décor was moved, stored or recycled.

Some furniture is now being reused, while other pieces were sent overseas with the help of the Institution Recycling Network (IRN), a long-time Baystate Health vendor and "green" partner. Thirty air conditioners were also distributed locally through the New North Citizen's Council.

Archivists inventoried Porter-Harris antiques and valuables. Many were appraised for restoration and stored in a secure environment for future use.

Outside, much of the landscaping that surrounded the building was excavated and moved to public gardens around the city of Springfield and various Baystate Health sites. Wood from a pair of elm and oak trees, removed from the Porter-Harris site last spring, is in the hands of several local artists, who will work collaboratively over the next few years, to craft furniture or sculptures from the wood, to someday display in the Hospital of the Future.

## Preparing for the Future

The Hospital of the Future project will help ensure we have bed and procedure capacity to accommodate new clinical technology and services, in a rapidly changing health care field. Baystate Health's commitment to the community is and always has been to make decisions that will ensure we are here to deliver quality care to patients now and for generations to come.





# 2008 Financial Highlights

*A message from Keith C. McLean-Shinaman, Chief Financial Officer and Treasurer of Baystate Health, Inc.*

In spite of significant challenges related to declines in the overall economy and investment markets, prudent execution of the operating plan led Baystate Health, Inc. and subsidiaries (Baystate Health) to have positive financial performance in 2008, with an operating margin of 3.4%, or \$45.5 million. This operating performance was down compared to 2007 when Baystate Health achieved an operating margin of 4.6%. When combined with negative investment returns, the decline in operating performance means Baystate Health has less in operating revenues to reinvest in technology, facilities and programs.

There were several contributing factors to our decline in operating performance, including decreased government reimbursements for services, a decline in inpatient volume over the last three months of the year, and the impact of a weakening economy. Our nation's health care system depends on billions of dollars in funding from government agencies to help pay the cost of care for senior citizens, individuals who are disabled, as well as indigent and uninsured patients.

We expect these challenges to continue and are diligently working to ensure the system's long-term financial strength.

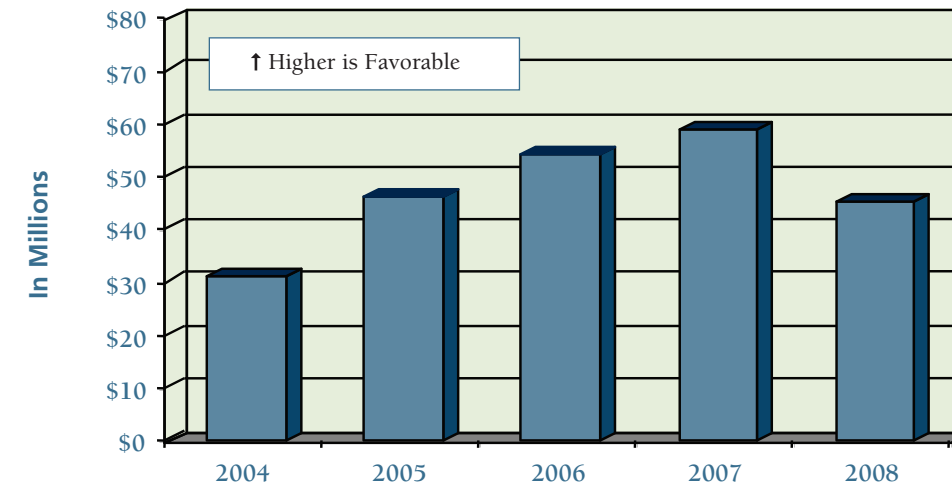
Despite the challenges, this year we were able to reinvest \$54 million to improve patient care, technology, facilities and programs. Unfortunately, \$86 million in requests went unfunded. Our goal continues to achieve strong financial performance so we can support the needs of the organization and help fulfill our charitable mission of improving the health of the people in our communities.

In addition, our commitment to caring for members of our community who are uninsured and underinsured continues as Baystate Health often absorbs the cost of that care. In 2008, Baystate Health physicians, nurses and staff provided unreimbursed care to our patients at a cost of more than \$51 million.

Our independent auditors, Ernst & Young LLP, have completed an audit of Baystate Health's consolidated financial statements, and issued an unqualified opinion. The complete financial statements, including Ernst & Young's opinion, are available at [baystatehealth.org/annualreport](http://baystatehealth.org/annualreport).

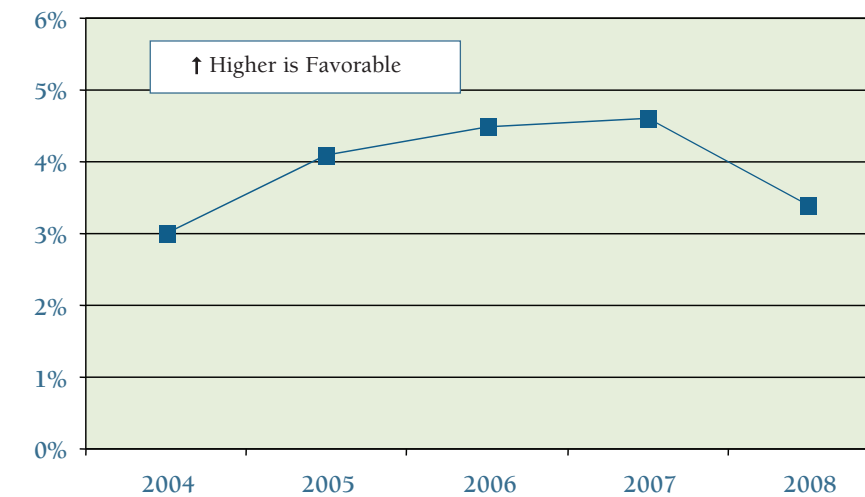
## Income from Operations

Income from operations exceeded \$45 million in fiscal year 2008 to as a result of increased patient volume and expense management.

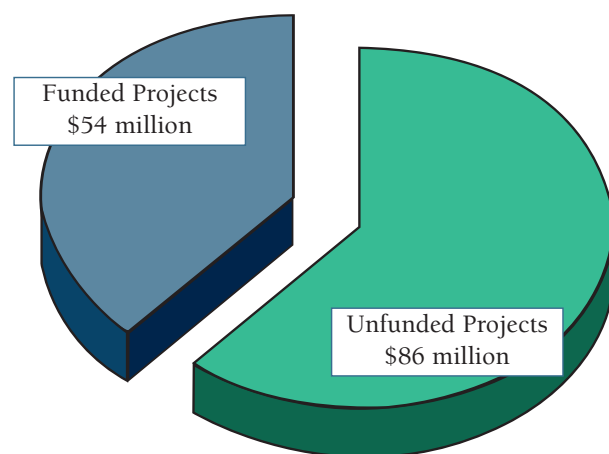


## Operation Margin

The fiscal year 2008 operating margin was 3.4% (4.6% in 2007, 4.5% in 2006, 4.1% in 2005, 3.0% in 2004).

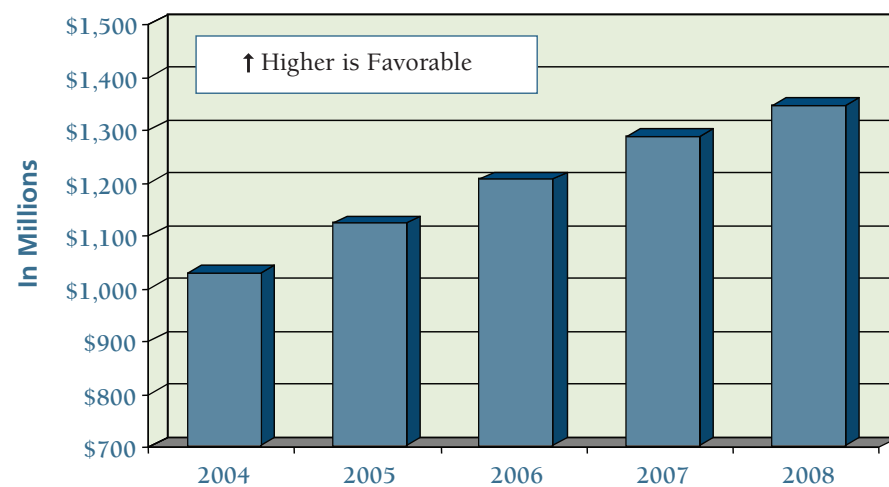


## Capital Resource Needs (\$140 Million)

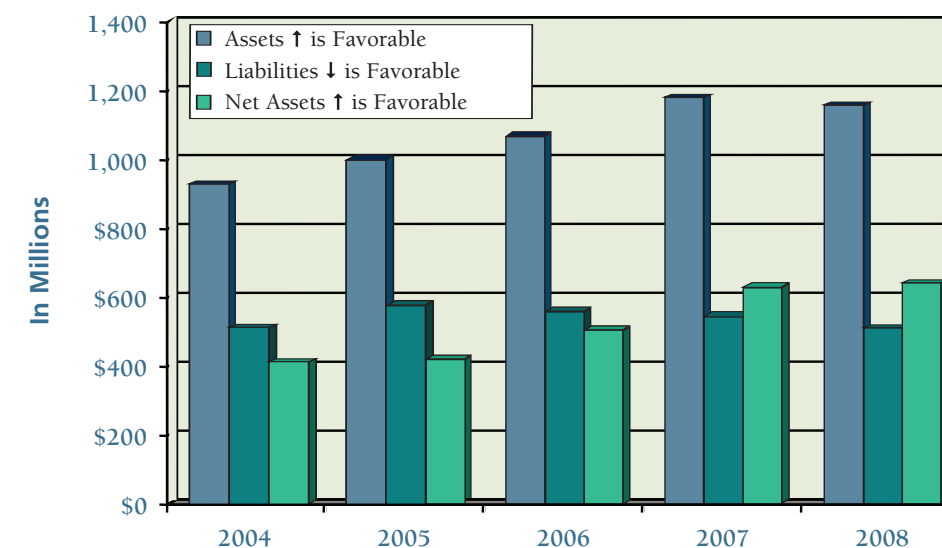


## Total Revenues, Gains and Other Support

In fiscal year 2008, total revenues, gains and other support exceeded \$1.3 billion due to the increased demand for patient care services.



## Total Assets, Liabilities and Net Assets





## Baystate Health Board of Trustees

- As of April 2009 -



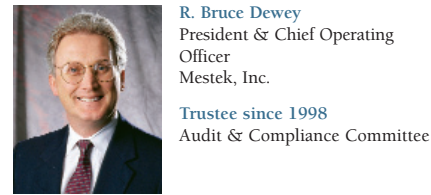
**Allan W. Blair**  
President & Chief Executive Officer  
Economic Development Council of  
Western Massachusetts

Trustee since 2001  
Audit & Compliance and  
Governance Committees



**Charles L. D'Amour**  
President & Chief Operating Officer  
Big Y Foods  
Chair, Baystate Health Board of  
Trustees

Trustee since 2001  
Compensation, Executive and  
Governance Committees



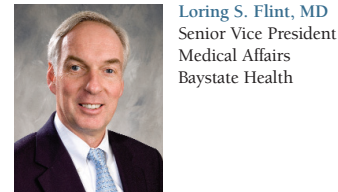
**R. Bruce Dewey**  
President & Chief Operating  
Officer  
Mestek, Inc.

Trustee since 1998  
Audit & Compliance Committee



**Enrique J. Figueredo**  
Executive Director  
Parent Information Center  
Springfield Public Schools

Trustee since 1998  
Credentialing and Performance  
Improvement Committees

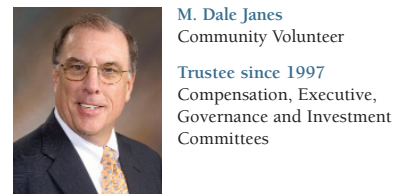


**Loring S. Flint, MD**  
Senior Vice President  
Medical Affairs  
Baystate Health



**Frederic W. Fuller, III**  
Retired Community Volunteer

Trustee since 1999  
Compensation, Executive and  
Governance Committees



**M. Dale Janes**  
Community Volunteer

Trustee since 1997  
Compensation, Executive,  
Governance and Investment  
Committees



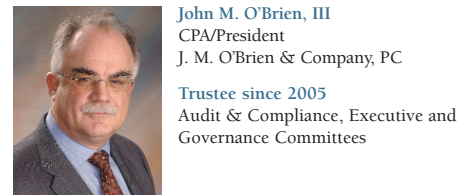
**Grace Makari-Judson, MD**  
Medical Director  
The Comprehensive Breast Center,  
Baystate Regional Cancer Program

Trustee since 2009  
Credentialing and Performance  
Improvement Committees



**Steven M. Mitus**  
Executive Vice President &  
Chief Financial Officer  
Balise Motor Sales

Trustee since 2008  
Audit & Compliance and  
Finance Committees



**John M. O'Brien, III**  
CPA/President  
J. M. O'Brien & Company, PC

Trustee since 2005  
Audit & Compliance, Executive and  
Governance Committees



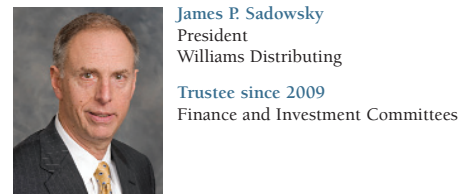
**Katherine E. Putnam**  
President  
Package Machinery Company, Inc.

Trustee since 2002  
Audit & Compliance, Credentialing,  
Executive and Performance  
Improvement Committees



**Timothy S. Rice**  
President  
Rice Oil Company, Inc.

Trustee since 2006  
Executive and Finance  
Committees



**James P. Sadowsky**  
President  
Williams Distributing

Trustee since 2009  
Finance and Investment Committees



**David C. Southworth**  
President  
Southworth Company

Trustee since 2008  
Credentialing and Performance  
Improvement Committees



**Barbara W. Stechenberg, MD**  
Director, Pediatric Residency  
Program  
Chief, Pediatric Infectious Diseases  
Baystate Medical Center

Trustee since 2004  
Performance Improvement  
Committee



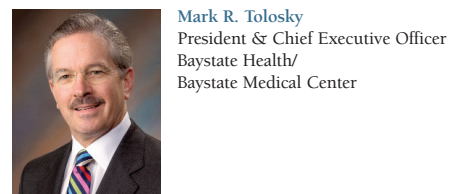
**Richard B. Steele, Jr.**  
Managing Member  
Longmeadow Capital, LLC  
Vice Chair, Baystate Health Board of  
Trustees

Trustee since 2005  
Compensation, Executive, Governance  
and Investment Committees



**Frances K. Stotz**  
Financial Consultant &  
Branch Manager  
A. G. Edwards

Trustee since 2002  
Compensation and Investment  
Committees



**Mark R. Tolosky**  
President & Chief Executive Officer  
Baystate Health/  
Baystate Medical Center



**David W. Townsend**  
President  
TrimBoard, Inc.

Trustee since 2002  
Compensation and Executive  
Committees



**Howard G. Trietsch, MD**  
Managing Partner  
Baystate OB/GYN

Trustee since 2006  
Finance Committee



**Steven M. Wenner, MD**  
Partner  
New England Orthopedic Surgeons

Trustee since 2002  
Credentialing and Performance  
Improvement Committees

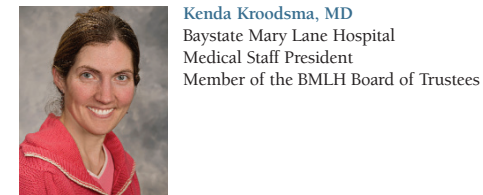


**Victor Woolridge**  
Managing Director  
Babson Capital Management, LLC

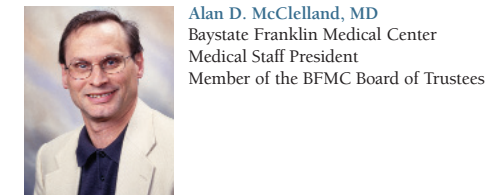
Trustee since 2008  
Finance and Governance  
Committees

## Baystate Health - Presidents of the Medical Staffs

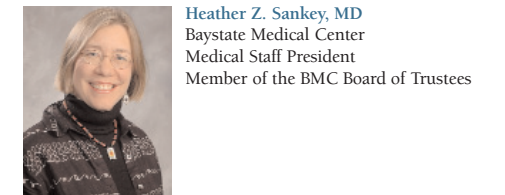
- As of April 2009 -



**Kenda Kroodsmma, MD**  
Baystate Mary Lane Hospital  
Medical Staff President  
Member of the BMLH Board of Trustees



**Alan D. McClelland, MD**  
Baystate Franklin Medical Center  
Medical Staff President  
Member of the BFMC Board of Trustees



**Heather Z. Sankey, MD**  
Baystate Medical Center  
Medical Staff President  
Member of the BMC Board of Trustees

## Baystate Health - Officers

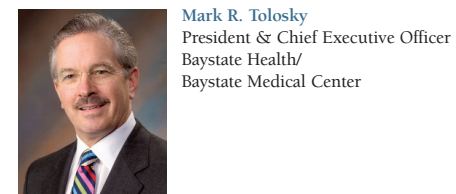
**Charles L. D'Amour** Chair  
**Richard B. Steele, Jr.** Vice Chair

**Mark R. Tolosky** President & CEO  
**Keith C. McLean-Shinaman** Treasurer

**Kristin R. Delaney** Clerk  
**Frances C. Grabowski** Assistant Clerk

## Baystate Health - Senior Leadership

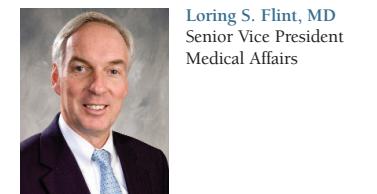
- President's Cabinet -



**Mark R. Tolosky**  
President & Chief Executive Officer  
Baystate Health/  
Baystate Medical Center



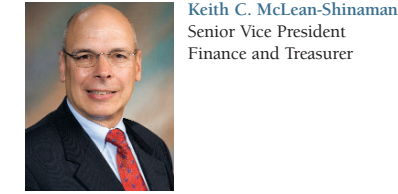
**Paula S. Dennison, SPHR**  
Senior Vice President  
Human Resources



**Loring S. Flint, MD**  
Senior Vice President  
Medical Affairs



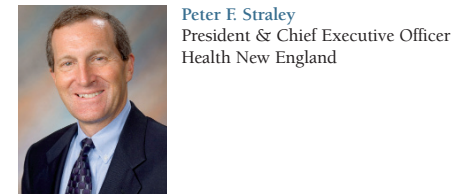
**Trish Hannon**  
Senior Vice President  
Healthcare Operations, Baystate Health  
Chief Operating Officer, Baystate  
Medical Center



**Keith C. McLean-Shinaman**  
Senior Vice President  
Finance and Treasurer



**Donna J. Ross**  
Senior Vice President  
Strategy & Business  
Development



**Peter F. Straley**  
President & Chief Executive Officer  
Health New England



**Stephen J. Sweet, MD**  
Chief Executive Officer  
Baycare Health Partners, Inc.



## Baystate Health & Entities Senior Leadership

- As of April 2009 -



**Evan M. Benjamin, MD, FACP**  
Vice President  
Healthcare Quality  
& Chief Quality Officer  
Baystate Health



**Steven Bradley**  
Vice President  
Government & Community  
Relations  
Baystate Health



**Juan Campbell**  
Vice President  
Sales  
Health New England



**Dennis W. Chalke**  
Vice President  
Finance - Healthcare Operations  
Baystate Health



**Thomas H. Ebert, MD**  
Vice President  
& Chief Medical Officer  
Health New England



**Lawrence G. Emerson**  
Vice President  
Human Resources Operations  
& Total Compensation  
Baystate Health



**Charles Gijanto**  
President  
Baystate Franklin Medical Center



**Mark B. Gorrell**  
Vice President  
& Chief Information Officer  
Information Services  
Baystate Health



**Suzanne Hendery**  
Vice President  
Marketing & Communications  
Baystate Health



**Amanda Hopkins Tirrell**  
Vice President  
Neurosciences, Behavioral Health,  
Rehabilitation & Cancer Care  
Baystate Health



**Jean Jackson**  
Vice President  
Workforce Planning  
Baystate Health



**Hal B. Jenson, MD, MBA**  
Senior Vice President  
Academic Affairs  
Baystate Health



**Gordon W. Josephson, MD**  
Chief Operating Officer  
Baystate Medical Practices



**Paul Judd**  
Vice President  
Human Resources  
Baystate Health



**James Kessler**  
Vice President & General Counsel  
Health New England



**Robert A. Kosior**  
Vice President  
Finance & Chief Financial Officer  
Health New England



**Philip M. LaCombe**  
Vice President  
Information Technology  
Health New England



**Peter A. Lyons**  
Vice President  
Finance - Support Services  
Baystate Health



**Maura C. McCaffrey**  
Vice President  
Marketing & Business Development  
Health New England



**Michael F. Moran**  
Vice President  
Facilities & Guest Services  
Baystate Health



**Deborah Morsi, RN, PhD**  
Chief Nursing Officer  
Baystate Health  
& Vice President  
Patient Care Services  
Baystate Medical Center



**Ruth Odgren**  
President  
Baystate Visiting Nurse Association & Hospice  
& Vice President  
Baystate Home Infusion & Respiratory Services,  
Baystate Health Ambulance, and Post-Acute Care  
Baystate Health



**Jonathan Pine, MBA**  
Vice President  
Medical Specialty Services  
Baystate Health



**Deborah Provost**  
Vice President  
Surgery, Anesthesia &  
Emergency Services  
Baystate Health



**Christine F. Shirtcliff**  
President  
Baystate Mary Lane Hospital



**Joan Sullivan**  
Vice President  
Clinical Informatics &  
Re-engineering  
Baystate Health



**Susan Toner**  
Vice President  
Development, Baystate Health  
Executive Director, Baystate  
Health Foundation

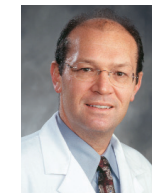


**Amy B. Trombley**  
Vice President  
Human Resources  
Health New England

## Clinical Leadership



**Jacques Blanchet, MD**  
Medical Director  
Baystate Franklin Medical Center



**Richard C. Friedberg, MD**  
Chair  
Department of Pathology



**Richard Gerstein, MD**  
Medical Director  
Baystate Mary Lane Hospital



**Laurie Gianturco, MD**  
Interim Chair  
Department of Radiology



**Lindsey K. Grossman, MD**  
Chair  
Department of Pediatrics



**Daniel Grow, MD**  
Chair  
Department of Obstetrics  
& Gynecology



**Prasad R. Kilaru, MD**  
Chair  
Department of Anesthesiology



**Benjamin Liptzin, MD**  
Chair  
Department of Psychiatry



**David L. Longworth, MD**  
Chair  
Department of Medicine



**Wilson Mertens, MD**  
Medical Director  
Baystate Regional Cancer Program



**Michael O'Shea, MD**  
Medical Director  
Baycare Health Partners, Inc.



**Niels Rathlev, MD**  
Chair  
Department of Emergency  
Medicine



**Richard B. Wait, MD, PhD**  
Chair  
Department of Surgery



# Baystate Health Foundation Board of Trustees

- As of April 2009 -



**Roberta B. Bolduc**  
Community Volunteer



**Carl E. Breyer, Jr.**  
Principal  
Park Place Realty



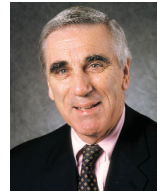
**Robert S. Cohn**  
President  
Cohn & Company



**Michael J. Daly**  
Community Volunteer  
former CEO  
Baystate Health



**John H. Davis**  
Chairman & CEO  
Ventry Industries, LLC  
Chair, Baystate Health Foundation  
Board of Trustees



**Frederic W. Fuller, III**  
Community Volunteer



**Gale A. Kirkwood**  
Community Volunteer



**Benjamin Liptzin, M.D.**  
Chair, Department of Psychiatry  
Baystate Medical Center



**Joseph D. LoBello**  
Community Volunteer



**John F. Maybury**  
President  
Maybury Material Handling



**Keith C. McLean-Shinaman**  
Senior Vice President, Finance &  
Treasurer, Baystate Health  
Treasurer,  
Baystate Health Foundation



**Paul M. Opalinski, CPA, MBA**  
President, American Athletic  
Shoe Co., Inc.



**Peter A. Picknelly**  
President  
Peter Pan Bus Lines



**Judith N. Plotkin-Goldberg**  
Community Volunteer



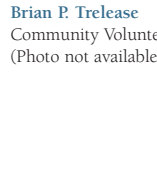
**Brenna C. Sadowsky**  
Community Volunteer



**Mark R. Tolosky**  
President & CEO, Baystate Health  
President, Baystate Health  
Foundation



**Edward N. Tombs**  
Community Volunteer



**Brian P. Trelease**  
Community Volunteer  
(Photo not available)

## Baystate Health Opportunities

Information on **Giving Opportunities** through the Baystate Health Foundation story line: 413-794-GIVE (4483) or visit [baystatehealth.org/bhf](http://baystatehealth.org/bhf).

Information on **Job Opportunities**: 413-794-3666 or go to [baystatehealth.org/jobs](http://baystatehealth.org/jobs).

Information on **Volunteering**: 413-555-1211.

Information about **Donating Blood or Platelets**: 413-794-4600 or 877-61-BLOOD or visit [baystatehealth.org/blooddonor](http://baystatehealth.org/blooddonor).

*Information on these topics is available on our website at [baystatehealth.org](http://baystatehealth.org).  
For a free physician referral call: 1-800-377-4325.*

The 2008 Baystate Health Annual Report, including additional financial information and links to videos, is available at [baystatehealth.org/annualreport](http://baystatehealth.org/annualreport).

## Baystate Health Foundation - Staff

**Susan Toner** Executive Director

**Kristin R. Delaney** Clerk of  
the Corporation

**Frances C. Grabowski** Assistant Clerk of  
the Corporation



# Coming Soon...

a new look for baystatehealth.org



40

*Have you or a family member  
had a Baystate Health experience  
you'd like to share?*

Tell us **your story** of care.

Visit [baystatehealth.org/mystory](http://baystatehealth.org/mystory) or call 413-794-4483  
and leave a message with the details.

For more annual report information visit [baystatehealth.org/annualreport](http://baystatehealth.org/annualreport).



# Baystate Health

Baystate Medical Center | Baystate Franklin Medical Center  
Baystate Mary Lane Hospital | Baystate Children's Hospital  
Baystate Visiting Nurse Association & Hospice | Baystate Medical Practices

[baystatehealth.org](http://baystatehealth.org)



*To be "green" and cost efficient, we have printed far fewer copies of our annual report than in the past. See the full report online at [baystatehealth.org/annual-report](http://baystatehealth.org/annual-report). Please recycle.*