

Fulfilling Our Promises Today as we  
Invest in the Future



ANNUAL REPORT 2017



ATHOL HOSPITAL | HEYWOOD HOSPITAL | HEYWOOD MEDICAL GROUP | QUABBIN RETREAT

## Dear Friends of Heywood Healthcare,



Over the past several years, Heywood Healthcare has become a driving force in regional healthcare through innovative strategy, fiscal stewardship and investment in the future of our community health.

In 2017, we continued to address the most pressing health needs of our communities, including access to substance misuse and mental health services, integration of health services into community settings, improved access to primary and specialty care, management of chronic disease – including diabetes, and childhood food insecurity.

By anticipating the health needs of the communities we serve at each stage of life, we secure access to quality care for all the residents of our region. As a locally-owned healthcare system, we have the ability to be laser-focused on meeting the specific health needs of our communities, and we have the obligation to look forward to the future and ensure a healthier tomorrow.

The *Fulfilling Our Promise* Capital Campaign is doing just that. Through our three major projects, the Quabbin Retreat, the Athol Emergency Department and Medical Office Building and the Heywood Surgical Pavilion, we are investing in long-term solutions for the health of our communities. Individuals and their families fighting substance misuse will have a local option for care, in collaboration with one of the country's most respected providers of mental health services. By building a new Emergency Department and Medical Office Building at Athol Hospital, we have the opportunity to provide our community with advanced services, increased privacy and convenience, enhanced behavioral healthcare and improved access to primary care and specialty physicians. The Heywood Surgical Pavilion will enable our patients to stay local for a wide variety of advanced surgical procedures, including minimally invasive surgeries, while attracting top surgeons to our region.

We must also prepare our organization for the future. By investing in services such as quality primary care, chronic care management and surgical and diagnostic services, we prepare our hospitals and outpatient facilities for ongoing success.

Through education, training and support for our employees, we create a foundation of excellence, underscoring our mission to be our communities' trusted choice for exceptional patient-centered care.

By investing today, we prepare our organization and our region for a more stable healthcare future.

In Good Health,

Win Brown, MSB, MHA, FACHE  
President & CEO



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## Caring today, ready for tomorrow, investing for the future

In understanding and addressing both immediate and future needs of our community, we are proactively tackling today's challenges while working towards longer term benefits that continue to strengthen and grow the health and wellbeing of our region. Each step in 2017 brought us closer to fulfilling a promise of better care for all.

ATHOL HOSPITAL ER AND MOB



HEYWOOD HOSPITAL SURGICAL SERVICES



THE QUABBIN RETREAT PHASE 1



# Investing in the Future of our Community Health

Healthcare has changed dramatically since Athol Hospital opened in 1951. Modernizing the hospital will accommodate the needs of today's patients and physicians and allow us to offer innovations and techniques that require updated facilities.

As part of Heywood Healthcare's *Fulfilling Our Promise* Capital Campaign, we are constructing a new Center for Emergency Care and Medical Office Building on the Athol campus. This project is far greater than a new building; it is a transformation of healthcare for the North Quabbin region that will continue to bring services and quality of care that our community needs and deserves.

Construction takes time, but the improvements we made in 2017 are already delivering better healthcare today.

## The Evolution of Athol Hospital

Even before the foundations are poured for the new building, Athol Hospital has been expanding on the inside with new services, staff, equipment and advances. We are evolving care within the current space, helping patients in more ways than ever.



*Bethany Maselli, RN; Tina M. Griffin, DNP, FNP; Marie King, RN; and Bella Finnell, RN*

“These investments ensure the viability of the hospital as well as bring it new life – like a transfusion,” says Marie King, RN, who has seen the hospital evolve over several decades. “The recent addition of skilled nursing and rehabilitation has benefitted so many. Staying here for rehabilitation or returning here after hospitalization elsewhere, people appreciate being cared for with exceptional services in a setting that is comforting.”

“People used to think they had to go out of town for great care. They are surprised to find their experiences here are better than elsewhere, where they had to wait longer for appointments and felt like they were just a number,” shares emergency nurse, Bethany Maselli, RN. “They are impressed by what we offer here – the range of procedures, the cases we handle and the personalized attention they receive. They discover bigger doesn't mean better.”

According to Bella Finnell, RN, Manager of Surgical Services, who has been a surgical nurse at Athol for more than 25 years, “With specialty care like ENT, gastroenterology and orthopedics more available now, wait times decrease and treatments begin more quickly for our patients. After receiving care here, they tell us they feel better cared for. We are honored to serve our long-time patients and proud to be welcoming new ones to our ‘hidden gem.’”



## The New Facility Takes Shape

There is a lot happening behind the scenes in preparation for the 52,000 square-foot expansion of Athol Hospital.

The new building will replace our existing emergency and radiology departments and the medical office structure adjacent to the hospital.

This new structure will house a modern expansive Emergency Department on the lower level and medical offices on the second and third floors.

Architect rendering

“Athol Hospital is gaining not only physical space but also accessibility. We’re creating improved access for disabled patients, emergency patients and those needing outpatient services. This project will enable us to care for more patients in a comfortable, modern environment, while offering extensive services close to home. It’s exciting for everyone – the patients, the clinical providers and the community as a whole.”

Tina M. Griffin, DNP, FNP, Athol Hospital Chief Operating Officer and Vice President of Patient Care Services



#### Adding On-site Behavioral and Crisis Intervention Services

In addition to hosting physicians and providing primary and specialty care, the new medical offices on the Athol campus will be home to a comprehensive provider of behavioral health and crisis intervention services, Clinical and Support Options. Bringing this into proximity to our emergency services, which often is the access point for those in crisis, will dramatically increase access to these critical services.

#### Athol Hospital Renovation Project Boosted by August Golf Classic

The 2017 Athol Hospital Golf Classic, held on August 9th at Ellinwood Country Club, raised a record \$45,000 which will help fund the construction of the new Emergency Department and Medical Offices as part of the *Fulfilling our Promise* Campaign.



## Supporting the Town the Ansins Call Home

When Athol native Ron Ansin was born in 1934, the North Quabbin region did not have its own hospital. Ansin may have taken his first breath at Memorial Hospital in the City of Worcester, but

he will tell you he was born and raised in Athol – the small town his father settled in as a 22-year old in 1926 when he set up a shoe manufacturing company. The family business grew to become the area's largest employer in the 1930s.



Ron Ansin

Although Ron Ansin grew up and raised his own family of four children in Leominster, Athol has always remained his "hometown".

"Athol is where my father started his business more than 90 years ago, where my brother and I began life and grew up and it is where I will always call 'home,'" says Ansin, who made a lead gift for the renovation of Athol Hospital through the *Fulfilling our Promise* Campaign.

Ansin's commitment and sense of respect for the community is based on the same principles of caring his father held when he stood firm on the company's responsibility for employing people of the region through the Great Depression.

"Community is important and there is nothing more important than health. It is vital to a person's wellbeing and critical to the public's health. Upholding and expanding access to healthcare in our region by creating a viable and strong hospital that cares for its neighbors is paramount to supporting the community as a whole."



The Ansin Family, circa 1940s

"When asked to support the renovation that will strengthen Athol Hospital for today and future generations, I knew in my heart it was the right thing. I may have moved away from Athol, but I am honored to continue the legacy my father began in always being a part of this community."

A legacy is about enduring value that impacts others well beyond the present. We are thrilled to support my father's legacy and look forward to Athol Hospital serving our community for decades to come.

David Hillis, *Fulfilling our Promise*,  
Athol Project Tri-chair

The investment in a new emergency room and medical office building secures the strength and viability of the hospital. As one of the largest employers, and the only accessible healthcare facility for so many, it is critical to both the personal and fiscal health of our region.

Doug Starrett, *Fulfilling our Promise*,  
Athol Project Tri-chair

The Castine Family believes in the future of our Hospital. The new emergency room and medical office building renews the Hospital's commitment to serve the residents of the Athol area communities for many years to come.

Cheney Castine, *Fulfilling our Promise*,  
Athol Project Tri-chair



## Fulfilling our Promise

Building an Emergency Department and Medical Office Building for Athol Hospital is more than adding space, it's investing in a growing community and delivering a higher quality of care that comes from a modernized facility. The new Emergency Department will double capacity to meet the needs of the 11,000 patients who visit annually and anticipated future growth of the region. It will ensure patient privacy, lower wait times and eliminate overcrowding. And these changes will allow for a new lobby entrance for the hospital, add physician offices onsite and welcome an updated diagnostic imaging center.

For more information about the Athol Hospital Emergency Department and Medical Office Building Project, contact Dawn Casavant at (978) 249-1348 or [dawn.casavant@heywood.org](mailto:dawn.casavant@heywood.org).

**This is more than a construction project. This is about ensuring quality care for today and future generations.**




Architect rendering



## Coming in 2018

### Inpatient Pulmonary Rehabilitation

Pulmonary rehabilitation helps those with breathing issues due to chronic disease, acute illness, lung damage and other challenges. In 2018, Athol Hospital will begin offering pulmonary rehabilitation services to inpatients receiving care in our Skilled Nursing and Rehabilitation Center, including oxygen and ventilation therapy, monitoring, testing, training and complete care by a team of experienced professionals.



**“Patients in our region often go through detox but don’t have a next step for recovery. Now we can provide them with structure and services that optimize their chance for success.”**

Rebecca Bialecki, BS, PhD

**“I learned how to live life without the use of substances. More importantly, I learned that I am worth more than what I was led to believe.”**

“Jane” – Successfully completed the Dana Day Treatment Center program

#### **Dana Day Treatment Center Opens at the Quabbin Retreat**

Jane\* arrived at the Dana Day Treatment Center after multiple hospitalizations, detox admissions and ongoing therapy to address years of substance abuse and self-harming behaviors. She had tried, but hadn’t found a way to live free from the substances and physical harm that masked the pain and extreme negative feelings she had toward herself. “I was using whatever I could,” she admitted.

Jane is similar to many who arrive at the Quabbin Retreat to find new hope for the challenges they have been facing. Some people come to the program after an overdose, hospitalization or run-in with the law; others are referred by concerned family or know they need to get help.

The Dana Day Treatment Center offers a research-proven care model that brings the balance of therapy for mental health in tandem with the unique needs of addressing substance misuse – accountability without judgment. And it is working to help people begin a successful path forward.

Often, mental health is viewed as one issue and substance misuse as a significantly different one. Since they often are both at play, we need to treat the whole person with an approach that addresses both concurrently.

“This program treats the combination of issues simultaneously, with an integrated team and combined approach that can bring the right resources to the individual at the exact moment needed,” explains Brian Gordon, MS, CAGS, LMHC, Program Supervisor. Smaller group settings and personalized attention also help the professionals at Dana better identify patient needs.

“People see value in this program. They feel safe and comfortable enough to open up, connect with others and begin using the resources available. This is a giant step out of the darkness they have been in and allows participants to see hope for themselves.”

Jane is now three months free of substance use and self-harming behaviors, moving her life forward in a positive way, hopeful of her future, empowered by the skills and resources she now has.

#### **The Center**

The Dana Day Treatment Center opened in June 2017, marking the first of five phases in the transformation of an 82-acre property in Petersham. Today, the Dana Day Treatment Center provides intensive outpatient services for adults with dual-diagnosis of mental illness and substance misuse disorders.

*\*Pseudonym*

**The Quabbin Retreat is now providing essential resources to address the growing need for substance misuse and behavioral health treatment in Central and North Central Massachusetts.**





The Dana Day Treatment Center treats substance misuse and mental health diagnosis simultaneously for more effective care. Pictured center is Program Supervisor Brian Gordon, MS, CAGS, LMHC.

### The Experience

The Dana Day Treatment Center makes it easier for people to access psychiatric care, treatment for addiction and counseling, all in one place. The outpatient program lasts six hours daily for three weeks. Experienced mental health professionals offer a proven, evidence-based curriculum with individual, small group, and cognitive behavioral therapies. A care coordinator customizes programs to educate and support patients and families. Following the program, patients further their recovery through outreach efforts with community groups. Centralizing and coordinating care in this model, patients can be more successful and treatment programs are more effective.

### Meeting the Opioid Crisis Head On

Heywood Healthcare is boldly addressing the challenge of addiction, behavioral health and the impact on individuals and their families. Substance misuse and behavioral health are the top community health concerns in North Central Massachusetts and Franklin County, and Heywood Healthcare is delivering on its promise to develop an innovative, community-owned solution that truly addresses this devastating health crisis.

Eighty-five percent of people with substance misuse disorders also have an underlying mental health issue, making it impossible to treat one without the other. The Dana Day Treatment Center offers the only program in the area to treat patients with dual diagnosis; treating substance misuse and mental health in tandem.

**Today, the Quabbin Retreat is the only not-for-profit treatment center open in the region.**

### Fulfilling our Promise

The Quabbin Retreat is positioned to be a regional destination for substance misuse and behavioral health treatment to meet this overwhelming need. The dedicated 75,000 square foot center will offer outpatient, residential and inpatient services to those struggling with behavioral health and substance misuse problems. Moving ahead in phases, we are offering care as quickly as possible, while working on long-term solutions for both adults and adolescents.

So many families dealing with substance misuse are in crisis with nowhere to turn. We are proud to be developing treatment resources that will positively and profoundly change the landscape of our region.

Tina Sbrega, Quabbin Retreat Project Co-chair

The Quabbin Retreat will provide sorely needed treatment to adults, and later adolescents, from the North Central region. Current treatment options in this area are incredibly limited and access to a full range of long-term care and support options is exceptionally challenging.

Kenneth Ansin, Quabbin Retreat Project Co-chair

# THE Quabbin RETREAT

Member of the Heywood Healthcare Family

## Coming in 2018

The Quabbin Retreat will complete Phase Two of its five stages with the opening of an adult residential substance misuse center this spring. We will offer 40 beds for patients primarily coming from detox. Operating in collaboration with McLean Hospital, one of the region's most respected mental health service providers, this residential program will offer patient therapy for all levels of treatment on-site for up to a month.

*For more information about the project, please contact Rebecca Bialecki, Heywood Healthcare Vice President for Community Health and Chief Change Agent, at (978) 249-1352.*

# Advancing Surgical Innovations

Surgical care advances as new procedures improve results, reduce risks and shorten recovery time. This progress comes through innovations in techniques that physicians learn, new technology and equipment that enables never-before-possible procedures and the arrival of specialty physicians seeking to practice in a community setting.

Heywood Hospital performed more than 7,600 surgeries in 2017, a 26% increase over the previous year, following two consecutive years of growth. With the constraints of our four aging operating rooms, it will be impossible to accommodate this progressive rate of growth ongoing. We have outgrown our space as a surgical center within a community hospital and the physical limits of the surgical suites built in 1961 keep us from bringing in the equipment needed for the kinds of procedures our physicians are ready to offer our patients.

While we have advanced our surgical expertise in recent years – in areas such as bariatrics, ENT, endoscopy, gastroenterology, orthopedics, and gynecology – we must take the next step to be able to treat patients here at Heywood Hospital, allowing them to remain close to home.

## History Repeats Itself

Heywood Hospital has been caring for its patients for 110 years and during that time healthcare has changed dramatically. When Dr. F. Richard Pierce joined the medical staff as its first dedicated surgeon after World War II, he and his colleagues worked in outdated operating rooms, designed long before the then-modern procedures and staffing needs were even imagined. Things like lighting, patient monitoring, anesthesiology and surgical techniques have advanced drastically over the last 50 years since our current operating rooms were built.



*Dr. F. Richard Pierce*

Growing up with Heywood Hospital, a young Ken Pierce witnessed his father's efforts to design new operating rooms and set-ups that would allow for better efficiency and safety, new techniques and increasing patient volume. The addition that Dr. Pierce designed – four new operating rooms – opened in 1961 and is still in use today.

“The hospital was part of my life as a child, and it still is,” says Ken Pierce, life-long resident and former Board Chair of Heywood Healthcare. “Clearly medicine has changed in the past 50 years, but the hospital’s dedication to providing local care to its people has not. Our surgical teams face similar challenges that my father did in the 50s, doing their best with physical space that confines the advancement of modern surgery.”

Surgery and procedures now part of the hospital’s everyday care – endoscopy, orthopedics, cardiology and more – require tools and professional teams in the room to conduct them. These are dramatic improvements in care, quality and safety, but require rooms that allow for efficient flow and use of space.

“Since I joined the hospital’s board of trustees in 1989, I’ve watched Heywood evolve as a medical center for this community. It is my hospital and I’m proud of the care it brings to my family, friends, neighbors and the entire region. Our expansion of Heywood, the opportunities it brings for our patients and the medical staff who work here, will strengthen our community and ensure the hospital is here with that personalized care, whenever someone needs it.”



“My father was a surgeon who had both the privilege and responsibility to design the current operating rooms which have served our communities for the past 60 years. I’m honored to continue his legacy in developing the new surgical pavilion which will serve our communities for the next 60 years.”

Kenneth Pierce,  
Heywood Surgical  
Pavilion Project Co-chair



An original operating room, circa 1907



Co-chairs Ken Pierce and Ken Tomasetti in a current operating room

Andrea M. Damour, MD, OB/GYN; Michael D. Azzoni, MD, Orthopedic Surgeon and Marlesa A. Dodd-o, PA-C, Orthopedics



### Fulfilling our Promise

The new Surgical Pavilion at Heywood Hospital will double the daily capacity for surgical and minor procedures through the expansion of 22,000 square feet. The addition of two minor procedure rooms and two endoscopy rooms allow procedures to be done in these designated spaces, freeing the six new surgical suites for more extensive surgeries. These new operating rooms are designed to support the advanced technologies needed for current and future surgical innovations. The Pavilion will allow for preparation and recovery areas, the increase in patient volume, afford privacy and offer a staff support space.

A community hospital plays a critical role in the economic and individual health of a region. A strong hospital gives access to high quality and state of the art surgical services in our own backyard, along with steady employment for over 1,000 residents. My family has received excellent care at Heywood, and I am thrilled to help strengthen its viability for the health of our patients and our community.

Ken Tomasetti, Heywood Surgical Pavilion Project Co-chair

### Benefits of the Future Surgical Pavilion at Heywood Hospital

Replaces current main Operating Rooms designed in the 1960s

Ability to expand minimally invasive procedure offerings and robotics

Increases process and performance efficiencies

Ceiling height needed for advanced boom-mounted technologies and more

Supports local access and expanding surgical services — flexibility to respond and adapt to community needs

Supports provider recruitment and retention

Designed to meet future needs

# Investment in Quality Care – Surgical Services



Left to right: Thomas Scalfarotto, DO, General Surgery; Nari Sabeti, MD, Bariatric and Non-invasive Surgery; George Krasowski, MD, General Surgery; and Jared Toman, MD, MBA, Orthopedic Surgery

## Surgical Expertise, Local Convenience

From bariatric to orthopedic and general to minimally-invasive surgery, the highly-skilled team at Heywood Healthcare provides quality surgical care just moments from home. Attracting and keeping great surgeons is vital to caring for patients with a variety of diagnosis and surgical intervention needs, but also to the health of our independent, community-based hospitals.

In 2017, Heywood Healthcare expanded surgical expertise with the addition of physicians with exceptional talent and the ability to offer innovative techniques in our local setting. With these, we are improving outcomes for patients – bringing new hope, returning independence and bettering quality of life – so they have access to the right care and better results.

## Surgery Offers Renewed Health

Almost two-thirds of our local population is overweight, and about one-fourth suffers from obesity. Obesity isn't just about body size, it is a life-threatening condition linked to other chronic health issues such as high blood pressure, high cholesterol, Type 2 diabetes, GERD, heart failure, joint problems and sleep apnea.

For those struggling, new hope arrived with Heywood Hospital's Center for Weight Loss and Bariatric Surgery when it opened in January 2017. Since then, it has dramatically improved the lives of hundreds of patients with a comprehensive approach including surgery, counseling, nutrition and fitness, along with a supportive environment.

Leading the program is Heywood Healthcare's Chief of Bariatric Surgery, Nari Sabeti, MD, who has performed more than 1,000 successful bariatric surgeries during her career and the Center's Director, Marybeth Sherrin, LMHC, a Harvard-trained behavioral health professional with over 15 years of bariatric experience.



“Losing weight is more than how you look. It is about being healthy, getting off medication and being able to enjoy life.”

Danielle Anderson, Orange, MA

## New Techniques Bring Better Results

When Jared Toman, MD, MBA arrived at Heywood in 2017, patients in need of hip replacement got a new option for a safer surgery, less pain, and faster return to mobility with fewer risks of re-injury. Using an anterior approach to access the hip, made possible by an investment in surgical equipment at Heywood Hospital, this technique avoids damage to major muscles and helps patients recover more safely.



*The Supportive Care Clinic offers clinical resources to help prepare and cope with diagnosis, treatment and living with cancer and related illness. Nurse Practitioner Wendy Coutu, NP, consults with James Benton of Gardner.*

## Investment in Quality Care – Oncology Services

Cancer treatment is challenging for patients and their families. This is why we have grown the oncology services on both the Heywood and Athol Hospital campuses to enable treatment and services close to home and their support systems.

In 2017, Heywood and Athol Hospitals added a Supportive Care Clinic as an extension of the Oncology and Hematology treatment offered at Heywood Healthcare. Run by Wendy Coutu, NP, the Supportive Care Clinic focuses on improving the quality of life for cancer patients and their families by alleviating distressing symptoms, such as side effects from chemotherapy and radiation, thus enhancing quality of life while in treatment. The Supportive Care Team includes our oncologists, a nurse practitioner, nurses, social workers, dietitians and pharmacists, available Monday–Friday in our outpatient oncology departments.

We are pleased to have added to our oncology care team in 2017 to ensure our community is cared for by Board Certified physicians in Oncology, Hematology and Internal Medicine. The addition of Ahmad Daniyal Siddiqui, MD to Heywood Hospital improves access to our provider team, allowing comprehensive cancer care at both hospitals.



*The ability to have oncology specialists at both Heywood and Athol Hospitals brings more access and personalized attention to every patient. Pictured above, left to right: Sandra Ryder, RN, Wendy Coutu, NP, Dr. Siddiqui, Dr. Khanani, Dr. Donnelly.*

**“With oncology care at Heywood and Athol Hospital, patients keep more of the normal in their lives during a difficult time. Staying close to home for cancer treatment and services, many patients can work and remain active with their family and friends in the community.”**

Sheila Donnelly, MD



“ I have a whole new lease on life now, thanks to the staff at the Diabetes Center of Excellence. I am here today because of the support of my family and the caring diabetes team, who gave me the tools to stand on my own two feet.”

Sandra Shaw

## Investing in Chronic Illness Care

### Certified World-Class Diabetes Care

Diabetes is a growing epidemic. While largely preventable, its complications exact a devastating toll on our patient’s lives and an unsustainable financial burden on our communities and health care organizations.

We have assembled an expert group of diabetes educators, nutritionists and providers who have built Massachusetts’ only Joint Commission-certified Diabetes Center of Excellence.

This achievement of national recognition in 2017 capped a five-year collaborative effort by Heywood Healthcare to ensure 15 different standards related to inpatient diabetes management at Athol and Heywood Hospitals.



“ We are developing a fully integrated outpatient diabetes center that will provide coordinated, individually tailored treatment plans, and revolutionize diabetes care in central Massachusetts.”

John Poremba, MD

### Living Proof

Sandra Shaw of Orange, MA found herself in the hospital with life-threatening symptoms related to a lapse in her management of Type 2 diabetes. While at Athol Hospital, she received treatment, stabilization and medication reconciliation, but it was the consultation from a Diabetes Educator that began her real road to recovery. Today, healthy food choices, blood monitoring, exercise habits and routine follow-ups keep her on track.

### Coming in 2018 – Chronic Care Program

The launch of a Chronic Care Program expected in late 2018 under the direction of Dr. Robert Terlato, will improve the management of multiple health challenges and help prevent life-threatening events. Patients with more than one serious condition such as COPD, congestive heart failure, asthma and diabetes are at a significant risk. Coordinating their complex care with a connected team can reduce the risk of hospitalization for this vulnerable population.

# Investment in Quality Care for All

## Bringing More Care to the Community

Adding more primary care physicians, opening new physician offices in more convenient locations and increasing capacity for specialty care were important investments made to meet the needs of the community's health.

In 2017, Heywood Healthcare added more than a dozen new physicians and associated health professionals to the medical staff, each bringing experience and innovations with their commitment to caring. We expanded in primary care and in specialty areas of bariatrics, endocrinology, oncology, orthopedics and endoscopy.

## Expanding Primary Care

The relocation of long-standing medical practice Tully Family Medicine was a significant move to improve access to primary care for North Quabbin patients. The new Athol location at North Quabbin Commons enabled the practice to double the clinical staff by expanding space from four patient rooms to 15.

“Our patients will benefit from the integrated care at Tully and the Walk-In Care Center, with Athol Hospital only minutes away. Having a modern facility will also help recruit more physicians to our region, improving access to quality healthcare for all of our residents.”

Elizabeth Nottleson, MD



## Coming in 2018

### Walk-In Care Center

Convenient access to immediate care will arrive when the Walk-In Care Center opens at North Quabbin Commons, adjacent to Tully Family Medicine, in early 2018. It will provide medical services, including onsite X-rays, on a walk-in basis for people with non-life-threatening issues including cuts, sprains, fever, colds, sore throats and ear aches – no appointment needed.

### Electronic Medical Records

Progress on a new electronic medical record (EMR) system for Heywood Healthcare will continue in 2018. The new EMR will provide a single medical record for patients, making their information available across the health system, including Heywood Hospital, Athol Hospital, Heywood Medical Group practices and Heywood Urgent Care.

### Enhanced Patient Experience

Both hospitals will be expanding their volunteer programs in order to offer more personalized attention for patients visiting the hospital. Volunteer guides will help patients to navigate between appointments on Heywood and Athol campuses, reduce anxiety and improve the patient experience.



# A Focused Investment in Children and Families

Heywood Healthcare raises and distributes funds to address the needs of the region through the Heywood Healthcare Charitable Foundation. The Community Investment Committee, which includes representatives from the 15 communities served by Heywood Healthcare, directed 2017 funding to the School-Based Care Coordination Program in support of bridging the gap between youth and behavioral health services.

This investment, built upon a piloted grant program previously funded by the Health Policy Commission, magnified the success of a proven model to support high-risk students and their families in the local school districts. The results were outstanding.

## Community Investment Committee

Rebecca Bialecki  
Dawn Casavant  
Richard Cella  
Joanne Davidson  
Adrian Ford  
Brad Heglin  
William Kessler  
Marilyn Malik  
Barbara Nealon  
Chelsey Patriss  
Amy Sanden  
Phil Wood  
Shelly Yarnie

## Schools as Natural Connection Points for Care

Heywood Healthcare's School-Based Care Coordination Program meets behavioral health needs by providing direct access to services in the school, reducing barriers and bridging collaborative care. High-risk students in Athol-Royalston Regional and Gardner Public School Districts received on-site behavioral health services including hands-on case management and counseling.

Receiving services in the school setting, students are comfortable and have the additional support of their guidance teams. Care coordinators are an extension for the school professionals and link families to community resources. These coordinators work to bridge the gap between school and home to support a whole family approach to care. They also serve as advocates to assist families with health insurance enrollment, social, residential, financial and other appropriate services.

## A Community-owned Approach

The success gained by Heywood Healthcare's deeper investment in this program in 2017 prompted the Athol-Royalston and Gardner school districts to assign a share of their budgets for this important initiative. This meaningful partnership between the schools and hospitals resulted in a model that delivers tangible outcomes for our youth and families and helps strengthen the fabric of our community.

## Results Matter

The investment in the school-based programs resulted in tangible benefits that improved the lives of more than 400 families in very real ways:

## Investing in our Youth

Creating a healthy tomorrow begins with caring for our young people today. Ongoing programs in 2017 provide preventive care and services including:

- Weekend Backpack Food Program
- Youth Suicide Prevention Program
- Off-Your-Rockers Nutrition and Fitness
- Project LEAP

We also aim to encourage the next generation of health professionals and advocates through the Heywood Healthcare Junior Volunteer Program and Healthcare "Camp Med" to showcase careers in medicine.

- 489 youth received on-site behavioral health counseling
- 18% improvement in attendance rates
- 15% improvement in student behaviors
- 23% improvements in grades
- 201 community access points
- 408 families received support or accessed community-based resources
- Roughly 3,900 hours of clinical service provided annually





We are honored to work with dozens of community-based providers including the public schools, volunteer service organizations, health alliances and many others dedicated to a brighter future for our youth and a stronger community.

### Heywood Hospital's Silver Anniversary Golf Classic a Hallmark Event

The Heywood Hospital 25th Anniversary Golf Classic raised over \$100,000 in support of the new Surgical Pavilion.

Marking the legacy of outstanding success and the impact of more than \$3 million raised since its inception in 1992, the event was renamed the Watkins-Faust Open in honor of tournament Executive Chairman James A. Faust, MD and Chairman Chris Watkins, who served in these roles since the event's creation. We are grateful for the leadership of these two men and their commitment to the past, present and future of our community's health.



James A. Faust, MD, Chris Watkins and Heywood President and CEO Win Brown.

### Donations Make a Difference

Gifts in support of the many important health initiatives provided throughout all towns we serve come in many sizes. We are grateful for all donations and ensure they are put to use in the ways most needed, as defined by those in the community. Your generosity delivers visible results every day. **The Heywood Healthcare Charitable Foundation can help you plan a charitable gift that will leave a lasting legacy through its planned giving options as well as explain the impact you can have in Fulfilling Our Promise capital campaign.** Contact Dawn Casavant at (978) 630-6431 or dawn.casavant@heywood.org to learn more.

# Heywood Healthcare Milestones 2017

**JANUARY 6, 2017**

## **Heywood Center for Weight Loss and Bariatric Surgery Opens**

Options expanded to help people live active and healthier lives by losing weight and keeping it off with the new bariatric program at Heywood Hospital. An experienced team of medical, behavioral, nutrition and fitness specialists works one-on-one with patients to create a program that fits their needs.

**JANUARY 12, 2017**

## **Heywood Hospital Hosts Military Family Support Group**

The Montachusett Suicide Prevention Task Force found a place to welcome family members of active and former military staff as they work to overcome the invisible wounds of war. By providing space, we extend the reach of our community partners with a mutual mission of caring.

**FEBRUARY 24, 2017**

## **Discussing the Future of Healthcare with our US Congressional Representative**

Heywood Healthcare hosted Congresswoman Niki Tsongas for a frank discussion on how the repeal or replacement of the Affordable Care Act (ACA) could impact healthcare in the North Central and North Quabbin Regions. Leaders from Athol and Heywood Hospitals shared experiences and potential risks with Tsongas to encourage support of local healthcare funding.

**APRIL 18, 2017**

## **Wound Care Center Receives National Award for Clinical Excellence**

The Center for Wound Care and Hyperbaric Medicine at Heywood Hospital received the Center of Distinction Award from Healogics, Inc., the nation's largest provider of advanced wound care services. Outstanding clinical outcomes and patient satisfaction ranked it among only ten Massachusetts Hospitals to receive this award.

**APRIL 28, 2017**

## **Groundbreaking for Athol Hospital Emergency Department and Medical Offices**

Community leaders gathered to celebrate the groundbreaking of Athol Hospital's new emergency services area that will double capacity and improve access for all patients, along with modernization of the hospital's medical office space to enhance care and physician access.

**MAY 5, 2017**

## **Heywood Healthcare Launches Tele-Behavioral Health Program in Schools**

Heywood Healthcare received funding to launch a collaborative behavioral health model for school-aged children and their families by leveraging interactive video conferencing in a convenient, non-clinical setting. Bringing access to behavioral health in the school setting improves accessibility to services and breaks down barriers to care in rural areas of the North Central and North Quabbin regions.

**JUNE 5, 2017**

## **Dana Day Treatment Center Opens at the Quabbin Retreat**

Phase One of the Quabbin Retreat opened with the Dana Day Treatment Center, which provides outpatient services for addiction treatment and behavioral health. Adult patients with dual diagnosis of mental illness and substance misuse have begun receiving intensive care and support through this day program in Petersham, MA.

**JUNE 26, 2017**

## **Heywood Hospital Celebrates 110th Birthday**

Since its founding in 1907, Heywood Hospital has continually advanced programs, services, technology and facilities to meet the needs of its close-knit community. Celebrating the growth and modernization, Heywood marked its 110 years with a promise to continue that commitment to those who call this region home.

**JULY 26, 2017**

### **Heywood Hospital Earns Certificate of Distinction for Inpatient Diabetes Management**

Accreditation and certification by the Joint Commission is recognized nationwide as a symbol of quality that reflects an organization's commitment to meeting certain performance standards. Heywood Hospital was awarded a Certificate of Distinction for the high standard of care to patients with diabetes.

**AUGUST 2, 2017**

### **Heywood Healthcare's Carol Roosa Named among Top 100 Chief Information Officers in the US**

Hospitals and health systems rely on CIOs and IT department leaders to develop a long-term technology strategy, oversee EMR implementation and support, telehealth, health information exchanges, cybersecurity and more. Heywood Healthcare's Vice President of Ancillary Services and Chief Information Officer (CIO), Carol Roosa, was named to Becker's Healthcare's 100 Community Hospital CIOs to Know for her exceptional work.

**AUGUST 11, 2017**

### **Annual Athol Hospital Golf Classic Raises a Record \$45,000**

Funding for Athol Hospital's future Emergency Department and Medical Office Building raised \$45,000 through the support of generous sponsors, participants and donors of the Annual Golf Classic. This year's proceeds will benefit behavioral health and primary and specialty healthcare in a state-of-the-art expansion.

**AUGUST 23, 2017**

### **Heywood Healthcare Partners with U.S. Department of Veterans Affairs to Provide Timely and Quality Care**

A new partnership allows US Veterans to access timely and specialized healthcare from Heywood Healthcare's facilities. As part of the newly enacted Veteran's Access, Choice and Accountability Act (VACAA) of 2014 provider agreement, Heywood is honored to help streamline care for its local military men and women.

**NOVEMBER 6, 2017**

### **Healthy Harvest 5K for Mental Health Initiatives**

The annual "Healthy Harvest 5K" is a November tradition. This year's event, celebrating five years, attracted nearly 150 runners and walkers along with community organizations and volunteers to support mental health initiatives in the North Central and North Quabbin communities.

**NOVEMBER 16**

### **Heywood Helping to Keep the Flu Away**

The flu virus is an annual risk to our community, a threat to those of all ages that we aim to reduce by offering free public flu clinics.

**NOVEMBER 30, 2017**

### **Heywood Medical Group Celebrates Increased Primary Care Services in Athol**

With the move of Tully Family Medicine to a larger, more convenient location in Athol, this primary care practice will increase the number of providers to care for many more patients. A ribbon cutting celebration hosted by Heywood Medical Group officially opened the new location at North Quabbin Commons Plaza.

**Our milestones in 2017 are just that – markers of progress along a path – to create a modern and vibrant healthcare system for many years ahead. In the past year, we laid foundations for ongoing efforts, launched programs to tackle first steps in long-range solutions, opened facilities that allow for even more growth and moved closer to building the healthcare of tomorrow.**

Win Brown, President & CEO

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“Growing our medical staff in the past year has augmented an outstanding group of physicians who are dedicated to serving this community. We celebrate the expanding talent, innovations, services and space that allow us to better meet the increasing needs of those who rely on us for healthcare.”

Bruce Bertrand, MD, Chief Medical Officer

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Corporal, Lawrence L. Lukasevicius  
Dennis J. Anderson  
Doris Robichaud  
Durrand Levi Michalewicz  
Edmond J. Gautreau  
Edna Baublis  
Elizabeth R. Needham  
Fabian "Fabe" Joseph Chiasson  
Friedlinde (Guder) Sacksen  
John D. Dufresne  
Johnny M. Botch  
Joseph Nestor N. Lison

Joseph W. Bishop  
Kevin James Fletcher  
Mark Dickens  
Martin J. Foley  
Mary Lou Schwab  
Michael E. "Mick" Huppert  
Michael E. Huppert  
Michael W. Nicholson  
Mooneen Corley  
Mother Rosie  
Nancy Wallace  
Russell A. Levin  
Sherri M. Bergstrom Brooks  
Stanford H. Hartshorn, Jr.  
Theresa M. LaChance  
Thomas Gilgut  
Virginia May Keyes  
Virginia Rodgers  
William B. Havey, III.  
Winifred H. Ledgard  
Yvette J. Ray

## HONORARIUM

*A gift has been made to Heywood Healthcare in Honor of the following:*

Connor, Leah & Odesza Botko  
James A. Faust, MD  
Kenneth C. Tomasetti /  
Advanced Cable Ties, Inc.  
Sue A. Drake  
William D. Kessler /  
Kessler Investments, Inc.  
Melody Salvadore



**THANK YOU TO OUR GENEROUS DONORS. YOUR SUPPORT AND COMMITMENT TO THE NEEDS OF OUR REGION AND THE PROGRAMS AND PROJECTS OF HEYWOOD HEALTHCARE ENABLE US TO CONTINUE OUR JOURNEY TO IMPROVE COMMUNITY HEALTH.**

Every year we compose our donor lists and carefully review each gift for accuracy. On rare occasions, names may be incorrectly listed or inadvertently omitted. If you notice a mistake or omission, we apologize and hope you will alert us by calling 978-630-5049.

# Employee Recognition



Kaleigh Maio, Nancy Cloutier, Sue Sinclair, Mary Croteau and Win Brown



Peter Laitinen, Barbara Brackett, Douglas Miller and Tracie Petley

## SERVICE AWARDS

In 2017, Heywood Healthcare honored 159 employees in recognition for their longevity and dedication to caring for our patients and our communities through their work across the entire healthcare system. Employees were recognized in five-year increments up to 50 years' employment, totaling 2,095 years of service.

Nancy Cloutier celebrated 50 years at Heywood Hospital while Mary Croteau and Sue Sinclair were recognized for 40 years of service. The Daniel P. Moen Employee Excellence Award was presented to Sue Sinclair. Athol Hospital honored Kaleigh Maio, a 10-year service anniversary employee, with the James A. Meehan Employee Excellence Award.

## SERVICE STAR RECIPIENTS

January	Joe Lapriore, Pharmacy
February	Matt Nikitas, Nursing Float
March	Christina Michaud, Specialty Care
April	Ann McGrath, ED
May	Renate Cordray, EVS
June	Victoria Saunders, GPU

## NURSING RECOGNITION

Excellence in and Commitment to Direct Patient Care  
Barbara Brackett, RN  
Pre-Admission Testing

Excellence in Personal Professional Development  
Douglas Miller, RN, MPH, CDE  
Diabetes Center of Excellence

Excellence in the Promotion of a Professional Nursing Image  
Tracie Petley, RN, BSN  
Watkins 2

Excellence in Community Involvement  
Peter Laitinen, RN, BSN, CEN, NREMT-P  
Emergency Department

July	Shauna Bresnahan, Pharmacy
August	Sal Albanese, Security
September	Suzanne Vogel, Nursing Float
October	Krystle (Champagne) Khachi, Lab
November	Maria Martinez, EVS
December	Lynn Shepard, Maternity

## CHANGE AGENT FELLOWSHIP PROGRAM GRADUATES

The Change Agent Fellowship program is a six-month leadership development program designed to build and sustain interdisciplinary leadership within Heywood Healthcare. Graduates of the 2017 program represented staff from clinical and non-clinical areas.

Back row: Program Leader Rebecca Bialecki, Juan Puerto, Kathy Chaffee, AmyBeth Wightman, Katie Lutz, Danielle Berger and Win Brown.  
Front row: Amanda Mankowsky and Jody Langlois.





*Pictured left to right: Helen Heneghan, MD; Dawn Casavant; Rebecca Bialecki; Robert Crosby; Tina Griffin; Win Brown; Andrew Patterson; Tina Santos; Bruce Bertrand, MD; Carol Roosa; Rose Kavalchuck and Sari Miettinen, MD*

## LEADERSHIP TEAM

Winfield S. Brown, BA, MSB, MHA, FACHE

*President & CEO*

Bruce K. Bertrand, MD

*Vice President for Medical Affairs & Chief Medical Officer*

Rebecca Bialecki, BS, PhD

*Vice President for Community Health & Chief Change Agent*

Dawn Casavant, BS

*Vice President for External Affairs & Chief Philanthropy Officer*

Robert Crosby, BS

*Senior Vice President & Chief Financial Officer*

Tina Griffin, DNP, FNP

*Vice President, Patient Care Services & Chief Operating Officer for Athol Hospital*

Helen E. Heneghan, MD

*Associate Chief Medical Officer*

Rose Kavalchuck, BA, MA, MHA, CJCP, CMQOE, CSSBB, CPHRM

*Vice President Governance, Integration, Compliance & Chief Quality Officer*

Sari Miettinen, MD

*Medical Director, Heywood Medical Group*

Andrew Patterson, MHCDS

*Executive Director, Heywood Medical Group*

Carol Roosa, BA

*Vice President, Ancillary Services & CIO*

Tina Santos, MBA, MSN, RN

*Vice President of Operations & Chief Operating Officer*

## BOARD OF TRUSTEES

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Joel Shaughnessy

Tina Sbrega

John Skrzypczak, MD

Craig Twohey

# Heywood Healthcare

## Quick Facts

Total Revenue	\$161,995,391
Total Expenses	\$163,409,352
Operating Loss	\$1,413,961

Athol Hospital employees	237
Heywood Hospital employees	1,178
Heywood Medical Group employees	233
Athol Hospital Medical Staff	90
Heywood Hospital Medical Staff	158