



Fulfilling our Promise



Fulfilling our promises

by implementing strategies and programs that support the health needs of the communities we serve and that ensure easily accessible, quality care is available in our region for decades to come.

Dear Friends of Heywood Healthcare,



This is a time of immense anticipation and excitement at Heywood Healthcare. We realized many great achievements in 2015. On the horizon, we see the promise of a new level of healthcare in our region for generations to come. It will address the most significant health needs of the people in our communities, providing adequate services which can be accessed by all. It will provide crucial care, focusing on some of our most vulnerable and under-served populations, optimizing

services, improving continuity of care, enhancing outreach and integrating services for maximum benefit, while propelling us ever closer to our ultimate goal to be one of the best community-owned health systems in America.

To attain these lofty goals, we are currently in the quiet phase of the “Fulfilling Our Promise” capital campaign. With your help, Heywood Healthcare can fulfill our promise to our community through exceptional quality and service to our patients, and by completing three major capital projects:

First, moving forward full-steam ahead with plans for the behavioral health and substance abuse facility in Petersham, the Quabbin Retreat. This significant project will be completed in three phases, the first of which is the creation of an adult residential substance abuse center and outpatient services. Phase One is slated to be completed by mid-2016.

Second, on the Athol campus, we are moving forward with a full-scale design of the new Emergency Department (ED) and Medical Office Building (MOB). The proposed ED construction will provide more spacious treatment rooms for patients as well as assist with flow, while the new MOB will allow for additional office space for primary, specialty and behavioral health providers.

Third, at Heywood Hospital, we are moving forward with a full-scale design for a new Surgical Pavilion to replace the current operating rooms which were designed and built in the 1960s. In order to keep pace with the latest technology and equipment, the Surgical Pavilion will allow us to grow and enhance our services as well as continue our efforts to recruit the most skilled physicians and clinicians to Heywood Healthcare.

Together, we can ensure quality healthcare for the people of the North Central and North Quabbin regions now and in the future.

I hope you will join Heywood Healthcare on our journey to fulfill our promise – to our staff, to our patients and to our community.

Sincerely,

Win Brown, MSB, MHA, FACHE
President & CEO

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Fulfilling our promise to our community

The Fulfilling Our Promise Campaign, which began in the fall of 2015, is a multi-pronged fundraising initiative designed to ensure that Heywood Healthcare will be here to meet the healthcare needs of our community now and in the future. This \$10 million dollar campaign focuses on three major capital projects, the construction of a new Emergency Department and outpatient Medical Office Building at Athol Hospital (\$3 million goal); the expansion and modernization of the Heywood Hospital Surgical Pavilion (\$4 million goal); and the development of a new Substance Abuse and Mental Health Treatment Facility, the Quabbin Retreat on our recently-purchased 82-acre campus, in Petersham (\$3 million goal).

Through this campaign, we will be fulfilling our promise to our patients, our staff, our communities and to you, by renovating and expanding existing facilities that will enhance our ability to bring more services to our patients and our communities. These strategic investments will strengthen service delivery to our patients and are a testament to our promise and vision to be one of the best community health systems in America.

The Fulfilling Our Promise Campaign will reach out to area businesses, supportive individual donors in the North Central and North Quabbin regions, to our physicians and to our staff at both hospitals. We encourage you to help us deliver quality healthcare in our region for generations to come by participating in the Fulfilling Our Promise Campaign.

FULFILLING OUR PROMISE

THE CAMPAIGN FOR HEYWOOD HEALTHCARE

TO OUR PATIENTS | TO OUR COMMUNITY



Our vision for this property is one of positivity and hope for those who desperately need behavioral health and addiction services. Just like the Sisters who were called to educate generations of children in their schools and care for the aging members of their order in this facility, I believe we're being called to continue that important legacy of service and care in this healing setting.

Ken Pierce, Chair, Heywood Healthcare Board of Trustees

Phase 1

- Establish a residential adult substance abuse program (up to 35 beds)
- Create a second partial hospital/intensive outpatient program
- Provide routine outpatient services, which may include psychiatry and related clinical services for mental health and substance abuse

Phase 2

- A residential adolescent substance abuse program (approximately 20 beds)

Phase 3

- Build an inpatient detoxification unit (10 beds) to provide intensive medical support for patients prior to transitioning to a residential program

The Quabbin Retreat - New Substance Abuse and Mental Health Treatment Facility

To address the growing need for behavioral healthcare in Central, North Central and the North Quabbin regions of Massachusetts, Heywood Healthcare will develop a premier regional destination for substance abuse and mental health treatment through its new campus in Petersham. In partnership with local stakeholders and leading providers, Heywood is establishing a wide continuum of programs to expand access to services and elevate the quality and caliber of care offered to its communities.

Each program will address core mental health and substance abuse needs, be financially accessible to patients and compliment all programs on this campus and within both Athol and Heywood Hospitals, to provide comprehensive coordinated care.

The core principles of the Quabbin Retreat include addressing the mental health and substance abuse needs of the region, collaborating with other programs on the campus to provide coordinated care, committing to preserving the exterior aesthetic of the property, supporting the local economy by utilizing local vendors and resources, whenever possible, and recognizing the unique needs of rural Petersham.

Behavioral health and substance abuse are the most pervasive health issues facing communities in Massachusetts, and especially the North Central and North Quabbin communities. Our plans to develop a premier regional destination for substance abuse

and mental health treatment is driven by the wide-spread needs of the community and further substantiated by our staggering regional substance abuse and suicide data.

Our region of Massachusetts has the highest rates of adult male suicide in New England, an adolescent suicide rate that is five times the state average, and rapidly increasing substance abuse rates and death due to opiate use.

There is insufficient capacity to meet the needs of the region. Limited psychiatric resources result in long waits for medication management and counseling, limited options for residential substance abuse treatment and limited inpatient beds.

Despite these statistics and the great number of patients who need care, Heywood Hospital remains the only provider of inpatient services in North Central Massachusetts. The Quabbin Retreat will address fragmented care issues by coordinating care across mental health services and increasing relevant programs for all that work together for optimum treatment.

The property is comprised of 82 acres of wooded and developed areas. Portions of the buildings date to the 1920s, and later additions bring the building to 75,000 square feet on several floors. The property has 86 bedrooms, a commercial kitchen, meeting areas, several outbuildings and gardens.





State-of-the-Art Improvements to Heywood Hospital Surgical Facilities in Gardner

Heywood Hospital's Surgical Services team performs over 7,000 surgeries last year, and surgical volume is projected to grow annually. While Heywood has kept pace with changes in care delivery and has constantly added new technology, its operating rooms are small by today's standards and physician expectations. The new OR suites will allow Heywood to expand its surgical offerings, improve patient and employee satisfaction, and provide incentive for new physicians interested in coming to this area.

The new Heywood Surgical Pavilion addition will be approximately 8,500 square feet, bringing the total footprint

to 22,000 22,000 square feet and will include four Operating Rooms, two Minor Procedure Rooms, two Endoscopy Rooms, a Post Anesthesia Care Unit (PACU), Patient Preparation/ Recovery Area and staff support space. The addition and renovations will create improved operating efficiencies and allow for room to add advanced technologies, adequate storage space and physician and nursing accommodations. Adequate surgical facilities will improve processes, support physician recruitment and retention, and most importantly provide advanced technologies to our communities in support of Heywood's goal to become one of the best community hospitals in America.

FULFILLING OUR PROMISE



Architect rendering

The New Athol Emergency Department and Medical Office Building

As a Critical Access Hospital, Athol Hospital is an essential healthcare resource for the communities of the North Quabbin region. Despite the limited space and design of the current Emergency Department (ED), more than 12,000 patients are served each year.

It is essential that Athol Hospital be equipped to provide much-needed care to this region, especially in the event of an emergency or trauma situation, where a moment's delay can make all the difference.

Our Fulfilling Our Promise Campaign will address Athol Hospital's necessary upgrades including the development of new state-of-the-art Emergency and Outpatient offices. The hospital's current ED offers little in the way of space and privacy, often placing many patients in the hallway waiting

for space. There is also no separate space for behavioral health patients. The proposed improvements will alleviate cramped conditions, increase total workspace, replace curtains with walls to provide adequate privacy, enhance infection control by improving air circulation, and allow for dedicated behavioral health space and rapid triage. In addition, it will double the capacity of the current ED, improve patient flow, and open space for trauma emergencies.

The Medical Office Building (MOB), on the second and third floors, will attract and retain physicians and clinical providers.

Athol Hospital's new ED and MOB will provide a solid foundation for outpatient care for the North Quabbin communities for generations to come.

Fulfilling our promise to our community

Expanding Behavioral Healthcare in the North Central and North Quabbin Regions

Since its implementation in 2014, the CHART program has been making impressive strides to improve the health of the communities Heywood Healthcare services. The Community Hospital Acceleration, Revitalization, & Transformation (CHART) Investment Program works to increase access to local behavioral health services, identify risk behaviors and strengthen patient support by providing navigation and case management, and by enlisting community health workers to support patients outside of the clinical setting.

A major piece of the CHART program, Care Coordinators in the Emergency Department (ED), supports individuals with multiple health needs who frequently turn to our Hospital EDs for help. Experienced Behavioral Health Navigators and Community Health Workers help patients to strengthen their support systems outside of the ED settings with local service providers to reduce repeated behavioral health visits to the Emergency Department.

The School Based Care Connection (SBCC) Program aims to connect youth

and families to counseling services and locally-based resources. School Based Care Coordinators are located within the schools and work alongside school personnel to help students and families to access a variety of services and resources. The SBCC program helps students remain in the school setting and academically focused, while accessing support. Each Care Coordinator provides case management, ensuring students and families receive the help they need.

Over the last year, Heywood Healthcare partnered with the Athol-Royalston Regional School District and the Gardner Public School District to provide on-site access to behavioral health services and off-site services as appropriate. The program also provides family assistance to identify and access community-based resources.

Heywood Healthcare's CHART program has also been working in conjunction with the Regional Behavioral Health Collaborative (RBHC). The RBHC provides a forum for dialogue across the North Central and North Quabbin communities to discuss and develop best practices to improve early identification

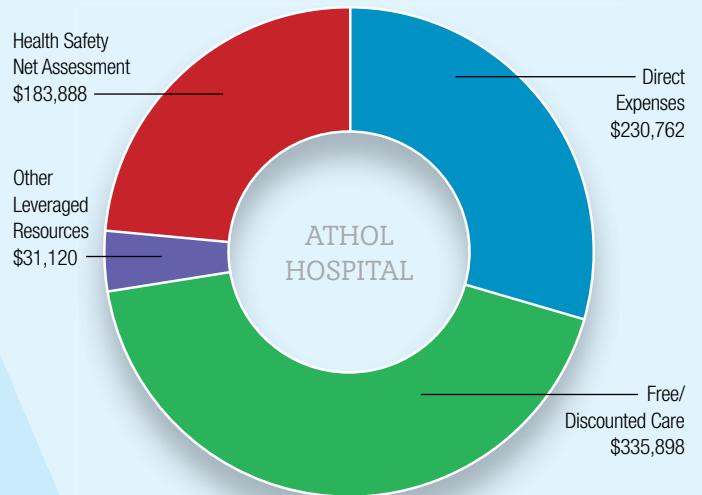
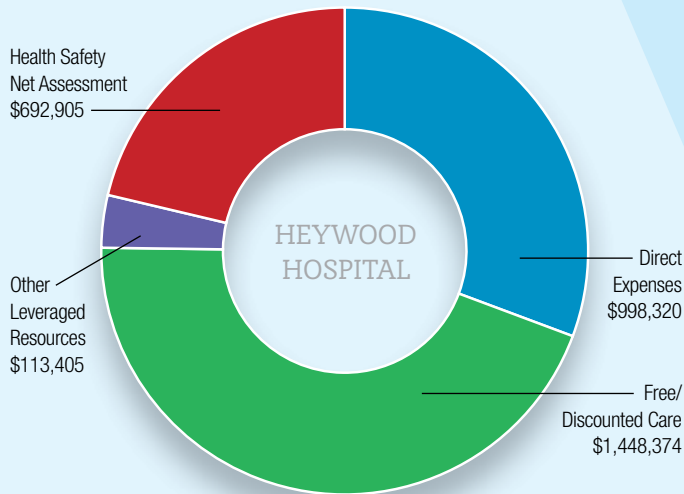
of mental illness and to increase access to behavioral health care. Representatives from three local CHART Grant hospitals participate along with multiple human service organizations, school districts, municipal partners, and other local organization connected to behavioral health interests.

In addition, Heywood Healthcare has used funding from CHART program grants to offer vital services developed to meet pressing health needs in our region. Heywood received \$316,384 through Phase I of the grant. Those funds helped expand behavioral health services, evaluate the feasibility of creating a school-based health center in Gardner and improve the ability for healthcare providers to confidentially share patient information using the Massachusetts Health Information Highway. A \$2.9 million Phase II award is currently supporting planning for an array of behavioral health initiatives, school-based care coordination and mental health counseling and further progress on the shared online directory of community and clinical resources project.



HEYWOOD HOSPITAL AND ATHOL HOSPITAL COMMUNITY BENEFIT

OCTOBER 2013 - SEPTEMBER 2014



Meeting the Health Needs of Our Communities

The completion of the 2014 Community Health Needs Assessment – conducted through a comprehensive information gathering initiative that included compiling statewide data, and conducting focus groups and one-on-one interviews with a variety of community representatives – found seven key health issues affecting residents in the North Central and North Quabbin regions.

Main issues included lack of mental health and substance abuse treatment, suicide, access to health services, chronic disease, social determinants (the conditions in which people live, learn, work and play), and tobacco/nicotine use. To address these issues over the next three years, Heywood Healthcare has formulated a program of outreach, education and care coordination.

Heywood Healthcare is taking on new challenges and leading the way in supporting critical healthcare changes in the North Central and North Quabbin Regions. “Among the most important is Heywood’s enhanced focus on behavioral health and addiction treatment services,” stated Heywood Healthcare President and CEO Win Brown. “With the backing of state and federal legislators, we now have the additional support we need to grow behavioral health

and addiction treatment services in our region. This support has not only enabled Heywood to provide a new behavioral health partial hospitalization program in 2014 and provide additional educational programs in our local schools in 2015, but it helped propel the development of the upcoming Quabbin Retreat in Petersham, which will focus on inpatient, outpatient, and residential behavioral health and addiction treatment services.” This major project will be completed in three phases, the first of which is the creation of an adult residential substance abuse center with intensive outpatient services. Once fully operational, the Quabbin Retreat will be an integral part of a locally-grown solution for the behavioral health care crisis and the disturbingly high suicide rate in the North Central/North Quabbin regions.

The Massachusetts Department of Public Health has also awarded \$35,000 to support Heywood Hospital’s existing suicide prevention initiatives. Retired Senator Stephen Brewer, a strong supporter of local health initiatives and founding member of the Montachusett Suicide Prevention Taskforce, noted that the funding offered the state, “a great opportunity to partner with hospitals that provide critical care to some of the neediest residents in the Commonwealth.”

Fulfilling our promise to our community



Winter Affair Honorees

Heywood Healthcare hosted its second annual 'Winter Affair' on February 6, 2015. This celebration of community, health and collaboration recognized the exceptional contributions that promote health, stimulate growth and inspire collaboration within our communities.

In recognition of their generous contributions to the advancement of our region, we were pleased to honor:

Jim and Peggy Garrison – Heywood Healthcare Community Health Heroes

Recognizing individuals who have significantly impacted the health and well-being of the North Central and North Quabbin Communities.

The SHINE Initiative – Heywood Healthcare Collaborator's Award

Recognizing an organization that has demonstrated true healthcare collaboration leading to the development and implementation of effective community health programs and initiatives.



Successful Golf Challenges for Heywood and Athol Hospitals

Heywood Hospital's Golf Classic, held on August 17th at the Oak Hill Country Club in Fitchburg, raised \$100,000 which will allow Heywood Healthcare to continue to move forward with critical mental health, suicide prevention and addiction service initiatives, including recently approved plans for the Quabbin Retreat, the site for Heywood Healthcare's new behavioral health and addiction service facility.

Athol Hospital's Golf Classic, held on August 12th at the Ellinwood Country Club in Athol, raised \$24,000 which will help Heywood Healthcare to move forward with upgrading Athol Hospital's Emergency Department, providing essential enhancements, including renovations that will offer improved clinical facilities and more private, inviting and effective care for patients.



Another Successful HH5K

The 3.1 mile family-friendly Healthy Harvest 5K course starts and ends at Heywood Hospital and targets all fitness levels. Adults had the option to walk or run the course, and kids (up to age 7) competed in our special 100 yard dash, a one-mile youth run (ages 8-10) and guided Story Book Tour. Attendees also had the opportunity to test their CrossFit® skills in the CrossFit Challenge hosted by Fitness Concepts.

Organizations connected to local health initiatives participated in the event, handing out brochures and providing information on health topics, such as peer recovery, how to talk to teens concerning alcohol and drugs, and how to care for elders who need more services.

For more information on these initiatives, please contact the Heywood Healthcare Philanthropy Office at (978) 630-6431.

Tackling behavioral health and other issues affecting our region must continue to be a joint effort – engaging our Legislators, reaching out to the local business community, bringing more resources to our schools and educating our friends and neighbors. Together, we can ensure quality healthcare for the people of the North Central and North Quabbin regions now and in the future.

Dawn Casavant, Vice President External Affairs and Chief Philanthropy Officer



Studies throughout the years have indicated that children perform better in school when they have access to proper nutrition. Heywood Healthcare has taken that a step further, creating programs to address food insecurity and inspire kids to lead active, healthier lives.

Get up and Grow

The “Get up and Grow” Nutrition and Wellness program is intended to help preschool students build healthy habits for life by introducing them to basic health and wellness concepts, purposeful movement, and nutritious foods.

The program was piloted in spring 2014 with help from Gardner Public School Health Coordinator Becky Johnson, RN, Waterford School Nurse Rebecca Boutwell and support from teachers. Sessions run in both the fall and spring, and combine 20-30 minutes of nutrition education and/or physical activity. It also includes 20 minutes for a healthy snack, such as fresh fruits and veggies, whole grains, and lean proteins.

Backpack Food Programs

Backpack Food Programs provide nutritious, non-perishable, easy-to-prepare food to children to ensure they receive enough food on weekends and holidays, when they cannot depend on school meals to avoid hunger.

A backpack full of food is distributed to the participating students as they leave school on Friday for the weekend. The backpack food items provided help to supplement what families have at home.

Heywood Hospital partnered with the Gardner School District, Gardner Community Action Committee, Gardner Rotary Club, and local businesses for this program. In the fall of 2015, the Backpack Program expanded into the Athol region.

Off Our Rockers

The Off Our Rockers program, now in its sixth year, was initiated by the Regional Health and Wellness Collaborative, a group of local businesses and civic groups brought together by Heywood Hospital to focus on health issues. Since it began, Off Our Rockers has offered an after school program of physical activity and a healthy snack to children in Gardner.

The program got its start at the Waterford Street School in September 2010 with 100 children. Over the years, Off Our Rockers has grown significantly and is now run in several area schools.

Project Leap

Project Leap is a Heywood-sponsored nutrition education program for Ashburnham kindergartners. Twice a week, kids are provided a healthy snack and a short lesson on healthful eating, using games and interactive teaching. Now in its third year, Project Leap has documented its effectiveness through surveys, and parents say they’re purchasing different, healthier foods for their families.

62% of our school district population qualifies for free or reduced cost lunches and more than 11% of residents currently live below the federal poverty guideline.

*Gardner Superintendent
Denise Clemons, M.Ed.*

Fulfilling our promise to our patients



With the opening of the newly renovated Heart and Vascular Center in 2015, our patients have improved access to state-of-the-art cardiovascular services.

When you have a heart problem, timely access to quality cardiac care can be hard to find in rural areas.

Fortunately for residents of the North Central and North Quabbin regions, Heywood Hospital's Heart and Vascular Center offers an extensive scope of cardiac services – more, in fact, than most community hospitals. Marcella Corby discovered just how much the Center has to offer this past February, when the 66-year-old Ashburnham resident needed their services.

“I was taking prescribed medication for a lung and sinus infection, and just wasn't getting better,” she recalled. “That particular morning, I was having trouble breathing, so I decided to seek medical help at the emergency room.”

The doctor who examined Corby found that her heart rate was exceedingly high and she was admitted to the hospital that day and seen by Benjamin Prentiss, MD, of Heywood Cardiology.

Dr. Prentiss recommended that Corby undergo an outpatient procedure called cardioversion, which involves giving the heart low-energy electrical shocks to trigger a normal rhythm. The procedure initially slowed her heart rate to normal, but then the a-fib returned.

Her next treatment options were a more potent anti-arrhythmic medication or catheter ablation. In ablation, radiofrequency or cryotherapy (freezing) energy is transmitted through a catheter, destroying the areas of heart tissue where the abnormal rhythm originates. Mrs. Corby saw Heywood's electrophysiology specialist Kevin Floyd, MD, to talk about ablation.

With the help of medication and additional treatment, Corby felt well enough to vacation in Paris with her family in late spring, and visit Canada in July.

“I am so pleased to have Dr. Prentiss and Dr. Floyd in my corner,” said this active grandmother of eight. “Our North Central Worcester County area is extremely lucky to have such great cardiac expertise so close to home.”

Advanced Diagnostics

In addition to the Heart and Vascular Center's expertise in managing heart arrhythmias, the Center's resources include some of today's most advanced technologies for diagnosing heart disease.

- Holter monitors - a portable device that records the rhythm of the heart continuously, typically for 24-48 hours
- Insertable Cardiac Monitors (ICM) - inserted under the skin for continuous monitoring for up to 36 months
- Transesophageal echocardiogram (TEE) - high frequency sound waves create detailed images of the heart and coronary arteries
- Calcium CT Scoring - a CT scan that detects calcium deposits in the coronary arteries that can increase heart attack risk
- Cardiac CTA (computerized tomography angiography) - a test that uses X-rays to produce detailed pictures of the heart and blood vessels
- Vascular Ultrasound - a non-invasive ultrasound procedure used to examine circulation in arteries or veins in most parts of the body

Cardiac patient Marcella Corby
Photographer: Nancy Terlato

Fulfilling our promise to our patients

Continuity and local convenience at Athol Hospital

Patients recovering from major surgery, an injury or an illness can take advantage of the convenience and personalized post-acute care of the Center for Skilled Nursing and Rehabilitation at Athol Hospital. After hospitalization, patients often transfer to a specialized rehabilitation facility to help improve their physical functioning and complete their recovery.

Our Center for Skilled Nursing and Rehabilitation at Athol Hospital is your local specialized rehab facility. Our Center allows us to “swing” beds from acute care to post-acute care, streamlining the recovery process and offering patients the advantage of immediate access to on-site hospital services, like laboratory, radiology, oncology, cardiology, diabetic care and more. Whether first treated in Athol or elsewhere, the Center for Skilled Nursing and Rehabilitation is open to any qualifying patient wishing to recuperate near family and friends with the personalized comfort and medical convenience of Athol Hospital.

The Center for Skilled Nursing and Rehabilitation is part of a federally-approved Swing Bed program that allows small critical access hospitals like Athol to use regular patient rooms for post-acute care. The specialized nursing staff, physical rehabilitation

and occupational therapy staff, and respiratory therapy and speech therapy professionals are available on-site to provide patients with comprehensive rehabilitation care in a hospital setting instead of a nursing home.

Services offered by the Center for Skilled Nursing and Rehabilitation include skilled nursing care, including ACLS-trained nurses, wound care, post-surgical care and end-of-life care.

The Center for Skilled Nursing also offers immediate access to on-site Hospital Services, including emergency services, Laboratory, Radiology, Oncology, Cardiology, Diabetes and Surgical services, 24/7 hospitalists, emergency physicians, respiratory therapy, physical therapy, including stroke rehabilitation, respiratory therapy, occupational therapy, speech therapy, nutrition counseling, IV medication administration, pain management consultation and telemetry services.

The Center for Skilled Nursing believes that patients heal faster in a caring and comfortable hospital setting, offering a variety of amenities including free Wi-Fi and flat screen televisions that make patients feel comfortable and at ease.



Athol Hospital Nationally Recognized for the School Telehealth Program

Late last year, the Critical Access Hospital Recognition certificate was presented to Athol Hospital for demonstrating innovation in care coordination through its “Roadmap” Hospital/School Telehealth program.

This national recognition, which was presented to Athol Hospital by The National Rural Health Resource Center and the Federal Office of Rural Health Policy (FORHP), recognized the hospital for its commitment to keeping pace with health care transformation, which is key to sustaining access to health services for the community.

“Health care delivered in rural communities is affordable, high quality and necessary to the good health of the entire community,” said Rebecca Bialecki, Vice-President of Community Health at Heywood Healthcare, Athol Hospital’s parent organization. “The development of the telehealth network has truly strengthened the partnership between our schools and our community mental health provider. The best outcome, however, is the benefit to our children and families – offering improved access to child psychiatric services in our communities.”

Danielle Louder, Program Director for the Northeast Telehealth Resource Center (NETRC), a partner on the project said, “The Athol School-Based Telepsychiatry program is an excellent example of how innovative approaches can effectively stretch limited resources across rural communities to increase access and promote improved outcomes among those most in need. Leveraging existing relationships and infrastructure established through their Community Hospital Acceleration, Revitalization, & Transformation (CHART) program, Athol has developed a practical model for addressing the behavioral health



Back row (left to right): Jeff Ferranti, Pupil Services Director; Mike Telicki, Principal; Ed Skutnik, IT Director, Athol-Royalston School District. Front row (left to right): Jennifer Desjardin, Athol CHART Project Manager; Ronnie Rom, Rural Hospital Program Coordinator, Massachusetts Department of Public Health; Rebecca Bialecki, Heywood Healthcare Vice President, Community Health and Chief Change Agent.

needs of students through telehealth, while simultaneously setting the stage to expand the use of technology in meeting additional student health needs. The NETRC team has been very fortunate to work with Dr. Bialecki, the team at Athol Hospital, and with leadership at Athol-Royalston Regional School District and Clinical & Support Options (CSO) to develop the Roadmap for the North Quabbin Region, and we look forward to staying involved as they progress and achieve program goals. As a regional Telehealth Resource Center funded by Health Resources and Services Administration’s Office for Advancement of Telehealth, not only have we had the opportunity to work closely with the Athol team to address a significant gap in their community, but will continue to expand the reach and impact of this particular model by sharing program resources and lessons learned with others interested in developing similar programs, both regionally and nationally.”

Athol Hospital’s Patient Portal Offers Easy, Private Access to Vital Health Information

Launched in December of 2014, Athol Hospital’s Patient Portal offers patients a new level of access for medical results, discharge instructions and more. With the new Portal, patients discharged from either Athol Hospital’s Emergency Departments or a medical or surgical unit, have vital follow-up information available at their fingertips.

Consistent and compliant with “meaningful use” mandates set forth by the U.S. government, intended to assure optimum patient care coordination among providers, Athol Hospital’s patient portal will allow patients to easily and securely access key information from their medical record. “After discharge, patients often need follow-up care from their physician or another provider, or they may have a significant medical event where providers require vital information from a patient’s Athol Hospital record to make the best care decisions,” explains Carol Roosa, Chief Information Officer and VP of Information Services for Heywood Healthcare.

“And with both Athol and Heywood Hospital’s portals connected, patients receiving services at either campus have access to all records and results in one location. Key components



of a patient’s health record include information about allergies, home medications and recent hospital inpatient admissions. The portal will also show upcoming appointments at the hospital for services such as mammography, physical therapy and outpatient surgery. “Our goal is to help patients communicate most efficiently and effectively with their physicians, and to empower them with the tools they need to manage their health and well-being collaboratively,” says Roosa.

Fulfilling our promise to our patients

Bringing Highly Skilled Physicians to our Community

Katherine Fitzgerald, DO **Family Medicine and** **Obstetrics/Gynecology**

Dr. Katherine Fitzgerald is board-certified in Family Medicine, Obstetrics/Gynecology and Osteopathic Manipulative Treatment. She earned her medical degree at Oklahoma State University of Osteopathic Medicine.



Phani Molakatalla, MD **Gastroenterology**

Dr. Phani Kishore Molakatalla is a board-eligible Gastroenterologist who has joined Heywood Medical Group. He completed his residency in Internal Medicine and Clinical Gastroenterology Fellowship at Einstein Medical Center in Pennsylvania. Dr. Molakatalla received his medical degree from Kurnool Medical College in India.



Erin O'Hara, MD **Internal Medicine & Pediatrics**

Dr. Erin O'Hara is a board-certified Internal Medicine physician and Pediatrician. Dr. O'Hara received her medical degree from the University of Massachusetts Medical School.



Joseph Walek, MD **Pulmonology**

Dr. Joseph Walek is board-certified in Pulmonary Disease, Internal Medicine and Sleep Medicine. He completed his residency at Framingham Union Hospital and his fellowship at Lahey Clinic Medical Center in Massachusetts. Dr. Walek received his medical degree from the Jagiellonian University Medical College in Poland.



Sari Miettinen, MD **Pediatrics**

Dr. Sari Miettinen is a board-certified Pediatrician. She completed her internship and residency in Pediatrics at, and received her medical degree from, Baylor College of Medicine in Texas.



Helen Heneghan, MD **Family Medicine**

Dr. Helen Heneghan earned her medical degree from Memorial University of Newfoundland, where she also completed her residency. She is certified by the American Board of Family Practice.



Andrew Markwith, MD **Orthopedics**

Dr. Andrew Markwith is an Orthopedist, specializing in Sports Medicine. He completed his residency at the University of Massachusetts Medical School. He completed a Sports Medicine fellowship at MedStar Union Memorial Hospital in Baltimore, MD.



Lé Santha Naidoo, DO, ABIHM **Family Medicine**

Dr. Lé Santha Naidoo completed the St. Joseph Family Medicine residency program at Medical College of Wisconsin. In addition to practicing family medicine, Dr. Naidoo practices Osteopathic Manipulative Treatment.



Katy Hannigan, DO **Pediatrics**

Dr. Katy Hannigan is Board Certified in Pediatrics and a member of both the American Academy of Pediatrics and the American College of Osteopathic Pediatricians. She received her undergraduate degree from the University of Rochester in New York and earned her medical degree at Des Moines College of Osteopathic Medicine and Health Studies in Iowa. She also completed her residency at St. John Hospital and most recently served as Division Chief for the UMass Memorial Medical Center Pediatric Hospitalist service at HealthAlliance Hospital in Leominster.



Catherine Trinh, MD **Family Medicine**

Dr. Catherine Trinh received her undergraduate degree from Portland State University in Oregon, and earned her medical degree at the American University of the Caribbean, School of Medicine in St. Maarten, Netherland Antilles. She completed her residency at Franklin Square Hospital in Maryland.



Heywood Healthcare Honors Physicians during Annual Physician Recognition Event

During its annual Physician Recognition Dinner, held on November 17, members of the Heywood Healthcare medical staff were honored for their commitment to their patients and the Greater Athol and Gardner communities.

At the event, physicians were recognized for their life-long dedication to Heywood and Athol Hospitals, their community and the medical profession. Long-time area physicians lauded include: Dr. Owen Christensen, a well-known and respected physician and wound care specialist, and Ophthalmologist Dr. Fotios Ganius, who has been on staff at Athol Hospital for 40 years.

During the event, Michael Mutchler, MD, of Cornerstone Family Medicine in Gardner, was presented with the prestigious James A. Faust Pillar Award for Physician Excellence, the highest honor the hospital bestows on its physicians. A well-known and beloved primary care provider, Dr. Mutchler has been a leader in adolescent medicine in the Greater Gardner region for nearly 20 years.

“We are privileged to present Dr. Mutchler with this award recognizing his exceptional talent, compassion and expertise in primary care and especially his commitment to the adolescents of our region. His contribution to our hospitals, our patients and the health of our community is immeasurable,” said Dr. James Faust. “Not only does Dr. Mutchler exemplify compassionate care, he also is an active member of many committees and his vision has helped lead and grow our family practice staff.”

Recipients of the James A. Faust Pillar Award for Physician Excellence are highly respected members of the medical field and proven community leaders who best reflect the six Pillars – People, Quality, Service, Stewardship, Growth and Community – the core values of Heywood Hospital.

Previous physicians honored with this award include Elizabeth Nottleson, MD, David Gill, MD, M. Sheila Donnelly, MD, David Havlin, MD, John Harrington, MD, John Skrzypczak, MD, Michele Parker, MD, John Mulqueen, MD and James Faust, MD, the original recipient for whom the award was named.

In total, 12 physicians were acknowledged for 5-15 years of service and 11 physicians were recognized for 20-55 years of service to the hospitals and the surrounding communities.



Pictured Left to Right are Michael Mutchler, MD, daughter Mikayla and wife, Michele Parker, MD

In addition, Heywood Healthcare welcomed 18 new physicians to the medical community:

Ophthalmologic Surgeon Muna Ahmad, MD; general surgeon Mark Aranson, MD; Wound Care specialist Konstantino A. Avradopoulos, MD; Hospitalist Ranadhir R. Beerreddy, MD; Ophthalmologic Surgeon Jo-Ann C. Chang, MD; Radiologist Patricia A. Cross, MD; Emergency Medicine physician Adam Darnobid, MD; Primary Care and Obstetric physician Katherine E. Fitzgerald, DO; Pathologist Abby M. Hornstein, MD; Hospitalist Ramzi W. Khazen, MD; Wound Care specialist Howard C. Lederman, MD; Pediatrician Sari T. Miettinen, MD; Gastroenterologist Phani K. Molakatalla, MD; Ophthalmologic Surgeon Balaji Perumal, MD; Emergency Medicine physician Lawrence Proano, MD; Radiologist Kenneth Sicard, MD; Pulmonologist and Sleep Medicine specialist Joseph W. Walek, MD; and Pathologist Victor Zota, MD.

Fulfilling our promise to be one of the best health systems in America

Keeping our organization LEAN

In September 2014, Heywood Healthcare partnered with Caldwell Butler & Associates, experts in healthcare improvement, to help educate and guide the management staff through LEAN methodologies. LEAN's core goal is to maximize organizational value while minimizing waste. Simply put, LEAN means creating more value for customers, or in this case: patients, with fewer resources. A LEAN organization understands customer value and focuses its key processes to continuously increase it. The ultimate goal is to provide perfect value to the customer through a perfect value creation process that has zero waste.

LEAN thinking shifts the focus of management from optimizing separate technologies, assets, and vertical departments to optimizing the flow of products and services through entire value streams that flow horizontally across technologies, assets, and departments to customers.

Though the idea of LEAN thinking has its origins in the automobile industry in the early 1990s, its principles have been adapted beyond manufacturing, distribution, retail, construction, maintenance, government, and of course, healthcare. Today, the state of healthcare is more regulated than ever, resulting in a direct effect on reimbursement for services rendered. Heywood Healthcare Leadership recognizes the need to make strategic improvements in all areas to ultimately remain financially viable. Providing quality healthcare at the bedside is not enough to sustain a healthcare organization in today's market. Heywood Healthcare strives to continuously improve processes across all service lines, working toward our goal: to be one of the best independent community hospitals in America.



The Heywood Healthcare job portal.

Heywood Healthcare has engaged in several 100 Day Workouts which Caldwell Butler & Associates defines as: "a proven approach for achieving rapid gains in hospital performance and sustaining incremental increases in productivity".

Since implementing LEAN in 2014, workouts have focused on identification and removal of unnecessary steps in process and/or identification and recovery of wasted dollars, increasing the ability to perform one additional task without increasing resources used and assessing the use of staff resources throughout shifts.

Online Job Application Process and Online Education for Staff

In the fall of 2015, Heywood Healthcare launched its online job portal, allowing prospective employees to apply for jobs via the Athol and Heywood Hospital websites. Not only did this provide a secure portal for those submitting applications, but this upgrade also streamlined the hiring process. Utilizing the new system, Heywood Healthcare has almost eliminated paper waste.

The job portal houses both internal and external job applications for all Heywood Healthcare positions, including those

at both hospitals, Heywood Rehab, the Winchendon Health Center and Heywood Medical Group practices, which can now be managed in one central location.

This upgrade allows the Heywood Healthcare Human Resources team to seamlessly connect with representatives from any department, efficiently routing incoming job applications to the appropriate hiring managers. Applicants interested in more than one position can create an account and save pertinent information such as education and employment history, eliminating the need to re-enter the text for each job for which they wish to apply. Working with this new portal has given Heywood Healthcare the ability to find the most qualified job applicants in less time than ever before.

To enhance employee education, Heywood Healthcare launched the HealthStream portal in late 2015. HealthStream is an online learning center which takes the place of paper-based mandatory education. The new system also streamlines Clinical Education, Hospital Wide Orientation, certification/license tracking and much more.

Athol Earns ACR Accreditation

Athol Hospital has been awarded a three-year term of accreditation in mammography as the result of a recent review by the American College of Radiology (ACR). Mammography is a specific type of imaging test that uses a low-dose x-ray system to examine breasts. A mammography exam, called a mammogram, is used to aid in the early detection and diagnosis of breast diseases.

The ACR gold seal of accreditation represents the highest level of image quality and patient safety. It is awarded only to facilities meeting ACR Practice Guidelines and Technical Standards after a peer-review evaluation by board-certified physicians and medical physicists who are experts in the field. Image quality, personnel qualifications, adequacy of facility equipment, quality control procedures, and quality assurance programs are assessed. The findings are reported to the ACR Committee on Accreditation, which subsequently provides the practice with a comprehensive report they can use for continuous practice improvement.

The ACR is a national professional organization serving more than 36,000 diagnostic/interventional radiologists, radiation oncologists, nuclear medicine physicians, and medical physicists with programs focusing on the practice of medical imaging and radiation oncology and the delivery of comprehensive health care services.

Cleverly Award

Heywood Hospital was recently recognized as a top-ranked Community Value Provider by Cleverly + Associates (Columbus, OH). Cleverly + Associates, a leading healthcare financial consulting firm specializing in operational benchmarking and performance enhancement strategies, released the findings as part of its new publication: State of the Hospital Industry - 2015 Edition.

“Heywood Hospital is pleased and honored to be recognized by Cleverly + Associates as one of the top-ranked Community Value Providers. Heywood strives, every day, to provide high quality, reasonably priced, community-focused care tailored to meet the health needs of all the residents of North Central Massachusetts,” stated Win Brown, President & CEO. “We aim to make our region a better place to raise our families and enjoy the benefits of stronger, healthier lives.”



Fulfilling our promise to our staff

New Wellness Center

Most adults spend more of their waking hours at work than anywhere else, making it a prime venue for promoting healthful habits. Office organizational culture and environment are powerful influences on behavior, making it a perfect venue for assisting employees with adopting a healthier lifestyle.

As part of a comprehensive wellness initiative this past year, Heywood Hospital opened its new L.I.F.E. (Life Improvement for Everyone) Center, located on the third floor of the Favor Building. The newly remodeled space, and former intensive care unit, is now home to a variety of health and wellness resources for both employees and the community.

Heywood now utilizes this space to provide a variety of health and wellness classes for employees and community members,

including Yoga, Pilates, Tai chi, Zumba. All exercise classes are held in the Center's 600-square-foot group fitness room. Additionally, the Center offers staff 24/7 access to a cardio room equipped with treadmills, elliptical machines and recumbent bikes, and a weight training area. Staff may make appointments to use a wellness room complete with massage, Reiki and consultations on weight loss, nutrition and stress reduction designed just for them.

The L.I.F.E. Center has become a welcoming fitness environment where employees have easy access to all of the essentials to improve their health. Heywood Hospital's Wellness Coordinator Douglas Plavin states, "By enhancing our employees' health, it improves productivity, job satisfaction and the service they're able to provide to our community".



Service Star Recipients



January – Doug Miller
Diabetes Center of Excellence

February – Tammy LaClair
Heywood Health Center for Women

March – Stephanie Mayo
Environmental Services

April – Kathy Desmarias
Watkins 1

May – Trish Cramm
Cardiac Rehab

June – Cindy Sparks
Case Management

July – Vinny Clark
Patient Registration

August – Tammy Kelley
Medical Records

September – Judy Laplante
Mental Health Unit

October – Max VanCleve
Environmental Services

November – Maureen St. Hilaire
Heart & Vascular Center

December – Maria Dube
Oncology

Nursing Recognition



1. Excellence in and Commitment to Direct Patient Care

Jennifer Legrand, RN
Nursing Floats

2. Excellence in Personal Professional Development

Megan Wolski, RN
Operating Room

3. Excellence in the Promotion of a Professional Nursing Image

Ann McInerney, RN
Endoscopy

4. Excellence in Community Involvement

Patricia Stone, RN
Cardiology

Service Awards



In 2015, 229 employees were recognized to celebrate their collective 3,440 years of work at Athol and Heywood Hospitals. Employees were recognized in five year increments, from five to forty-five years of service.

We were proud to have three special honorees celebrating 40-plus years of service to our hospitals. Rose Kavalchuck, Vice President Governance, Integration, Compliance and Chief Quality Officer, and Betsy Turczynski, RN celebrated 40 years at Heywood Hospital while Les Henley, Infection Control and Oncology Director, received recognition for 45 years at Athol Hospital.

Pictured above, left to right: Les Henley, Rose Kavalchuck, Betsy Turczynski and Win Brown, 45 and 40 year award recipients, respectively.

Athol Hospital Designated a Fit-Friendly Worksite by the American Heart Association

Athol Hospital has been recognized as a Platinum-Level Fit-Friendly Worksite by the American Heart Association in 2015, for helping employees eat better and move more.

“Physical activity and employee wellness are important priorities at Athol Hospital. We are honored and excited to be recognized by the American Heart Association as a Platinum-Level Fit-Friendly Worksite,” said Mike Grimmer, Chief Operating Officer. “We’re committed to providing the best workplace environment possible. This will benefit our employees’ health and produce even more positive results for our worksite overall.”

Athol Hospital offers employees physical activity options in the workplace, increased healthy eating options available to staff, and promote an overall wellness culture in the workplace.

The American Heart Association’s Fit-Friendly Worksites program serves as a catalyst for positive change in the American workforce by helping worksites make their employees’ health and well-being a priority.

“The Fit-Friendly Worksites Program offers easy-to-implement ways for organizations to help employees eat better and move more, which will help improve their health – and their employer’s bottom line,” said Blair Young, American Heart Association’s Senior Director for Central Massachusetts. “Even people who haven’t exercised regularly until middle age can reap significant benefits by starting a walking program. A study published in 1986 in the *New England Journal of Medicine* found that some adults may gain two hours of life expectancy for every hour of regular, vigorous exercise they perform.”

Heywood Healthcare achievements

**NOV
17
2015**

Dr. Harrington Recognized by GVNA Healthcare

GVNA HealthCare honored Dr. John Harrington at the agency's 6th Annual Executive Leadership Breakfast for his outstanding, compassionate and dedicated service to Hospice patients over the years. Elaine Fluet, GVNA Healthcare President and CEO praised his understanding of the importance of end of life care and his compassion for all involved – patient, family member and staff. "The GVNA is so blessed to call him a part of our Hospice team," she said.

**AUG
16
2015**

Montachusett Suicide Prevention Task Force's Annual Ride of Your Life Event Nearly Doubles in Size

The Montachusett Suicide Prevention Task Force hosted its 3rd Annual 'Ride of Your Life' fundraiser at Monty Tech High School in Fitchburg. The annual event provides a safe environment for open discussion on suicide and related issues. Over 150 riders participated in the three hour motorcycle ride through North Central Massachusetts, stopping at local motorcycle shops along the way.

**AUG
13
2015**

Honoring Employees for Years of Service

Heywood Healthcare honored 229 employees during its annual Service Awards recognition dinner. Employees were treated to a gourmet buffet before being recognized for their service, some as long as 45 years, to Heywood and Athol Hospitals, Winchendon Health Center, Heywood Rehabilitation Center and Heywood Medical Group.

**AUG
13
2015**

Heywood Hospital Wraps Up Summer Volunteer Program for Local Students

The annual summer program brings high school and college students in to the hospital to work in various areas at the Gardner campus. This summer, 43 high school and 20 college students participated in the program. During this 8-week summer program, these great student volunteers worked in 28 areas of the hospital, donating over 1800 hours of their time to Heywood.

**JULY
28
2015**

Heywood Healthcare Diabetes Health Fair

This fair gave our attendees the opportunity to learn more about diabetes including the newest methods and tools in managing diabetes. Diabetes specialists were in attendance for consultation and free diabetic product samples were given to the attendees.

**JUNE
30
2015**

Athol Hospital Launches Camp Med

Athol Hospital collaborated with Athol schools to pilot 'Camp Med', a summer program designed for high school students who are interested in careers in healthcare. Twelve students embarked on a four-day experience at Athol Hospital. Students donned scrubs and experienced the Emergency Department, inpatient units and the physical therapy program. They also worked on an internship project, summarizing their experiences throughout the camp.

**JUNE
10
2015**

Athol-Orange Rotary Presents Check to Athol Hospital

The Athol-Orange Rotary presented a check to Athol Hospital for almost \$23,000 for the purchase of multiple pieces of equipment to enhance patient care.

**MAY
28
2015**

Heywood Healthcare Presents Spring into Wellness

Visitors enjoyed healthful nutrition options in the dining room for lunch. A Heywood guide took attendees on a healthful, invigorating walk on Heywood Hospital's new Walking Trail. Free wellness demonstrations, including Tai Chi, Yoga and Pilates in the newly renovated Wellness Center were offered throughout the afternoon.

**MAR
31
2015**

Diabetes Prevention and Nutrition Fair

The Fair was open to the public in the newly renovated Hillis Board Room at Athol Hospital, and focused on raising awareness of pre-diabetes and risks for developing diabetes later in life.

**MAR
26
2015**

Happy E.A.T.S. Series to Run at Athol Hospital

This four-part nutrition workshop series was aimed towards school-aged children and their parents to teach healthy cooking skills, discuss nutrition guidelines, and give tips on how to shop and eat healthier on a budget.

**MAR
20
2015**

MENder's Support Group Extends Reach to North Quabbin Region

The Men's Suicide Prevention Project, originally funded by the Community Health Foundation of North Central Massachusetts and run by Heywood Hospital, was picked up and funded by the Montachusett Suicide Prevention Task Force. Over the past year, the Project has been able to provide the region with a wealth of support services including suicide prevention, or QPR training to area healthcare providers, community leaders, business owners, first responders, legislators and local school districts.

**MAR
12**
2015

Heywood Healthcare Charitable Foundation Awards \$60,000 in Grants to Local Organizations

The Heywood Healthcare Charitable Foundation awarded \$60,000 in grants to seven local agencies. The following organizations received \$10,000 in funding: The A.E.D. Foundation to develop a community recovery and resource center in the Greater Gardner Area; Gardner Public Schools to support a drug prevention program for 4th grade students; Community Health Connections for the purchase of portable dental equipment to provide dental services to elder populations; LUK, Inc. for the expansion of the ALLSTARS program into the Heywood Healthcare service area and Noonday Farm, Inc. to provide organic produce and address food insecurity with low income families.

**MAR
4**
2015

Athol Hospital Dedicates New Board Room in Honor of Frederic W. Hillis

Staff, physicians, family and community members gathered to honor and dedicate the newly renovated Athol Hospital Board Room in memory of Frederic W. Hillis, a former Athol Hospital Administrator whose life's mission was to advance the health and wellness of his community. Well-known in the North Quabbin region as a leader and visionary, Hillis worked tirelessly to provide access to quality healthcare.

**FEB
14**
2015

Heywood Hospital and the G-Vegas Striders Present the First Sweetheart 5K

Heywood Healthcare, in partnership with the City of Gardner and G-Vegas Striders, hosted the Inaugural Sweetheart 5K event at Heywood Hospital. This fun and thematic walk/run took couples on a scenic run through the paved bike path along Crystal Lake. Runners and Walkers got into the Valentine's Day spirit and dressed up for the event.

**FEB
6**
2015

Heywood Healthcare Honors Area Health Advocates at Second Anniversary Celebration

Heywood Healthcare celebrated community, health and collaboration at "A Winter Affair" at The Great Wolf Lodge in Fitchburg. The annual event offered attendees and honored guests a chance to look back at the accomplishments of Athol and Heywood Hospitals, as well as look ahead to the future.

**FEB
5**
2015

Jordan Messler, MD, Named Glycemic Mentor of Heywood Diabetes Center of Excellence

The Society of Hospital Medicine (SHM) has announced that Jordan Messler, MD, FHM, of Clearwater, FL has been named

as the Glycemic Mentor for Heywood Healthcare's Diabetes Center of Excellence. Dr. Messler completed his medical education at Emory University and went on to become an Assistant Professor at the University until 2005. Since, he has worked at Incompass Health, serving as the Medical Director for the Morton Plant Hospitalist group in Clearwater, FL.

Dr. Messler is well known for his leadership in system wide improvement projects related to Diabetes Management, VTE prophylaxis and improved care transitions.

**NOV
14**
2014

Dr. John Mulqueen Earns 2014 Celebration of Excellence Community Service Award

John Mulqueen, MD has been honored with the "Community Service Award" at the 2014 Enterprise Bank Celebration of Excellence Awards. Inaugurated in 2008, Enterprise Bank's Celebration of Excellence celebrates the remarkable entrepreneurs, businesses, and community leaders who have achieved success, while inspiring others to excel. The Community Service Award honors and celebrates a local person who has harnessed the power of his or her assets, resources, and visibility to make a significant positive impact on their community.

**OCT
27**
2014

Heywood Hospital Dedicates Library to the Late Dr. Joseph Forte

Heywood Hospital dedicated the Medical Library and Resource Center to the late Dr. Joseph S. Forte. He joined Henry Heywood Memorial Hospital in 1960 and served as Chief of Surgery from 1964 to 1980, retiring from practice in 1991. During his tenure, Dr. Forte's dedication to his patients was evident through his commitment to compassionate care. He is fondly remembered by those who knew him and by his continuing legacy of physician quality and service.

**OCT
6**
2014

Heywood Hospital Partners with LUK and Gardner Police to Reduce Overdose Deaths

As another tool to combat the epidemic of opiate overdose, Gardner Police Chief Neil Erickson signed a memorandum of understanding with Heywood Hospital that cleared the way for city police to use the drug Narcan. The city's emergency crews have been carrying the drug for years. Heywood Hospital's CEO Win Brown, and Medical Director of the Emergency Department Dr. Steven Yerid, signed on to the agreement which will enable responding police to administer the drug prior to the arrival of Emergency Medical Services.

Thank you to our generous donors

Heywood Healthcare

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Steven Yerid, MD
Chair

Shawn Gliklich, MD
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Lawrence Proano, MD
Alexandra Weill, MD
Francesco Corvi, MD
Adam Darnobid, MD
Marc DeBell, MD
Sarah Gilbert, MD
Peter Gorlin, MD
Donna Harkness, MD
Javad Hashmi, MD
Ashok Joshi, MD
Joshua Lerner, MD
Scott Murray, MD

William Petrone, MD
Ellen Ray, MD
Ajeet Singh, MD
Robert Spangler, MD
James Sullivan, MD

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Richard Haas, MD
Mira Torres, MD

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Chair

Curtis Clayman, MD
Timothy Eddy, DO
Katherine Fitzgerald, DO
Heidi Foley, MD
John Harrington, MD
David Havlin, MD
Helen Heneghan, MD
Kelly Hoisington, DO
Kavitha Kayathi, MD
Gretchen Kelley, MD
T. Bryan Miller, MD
Donald Mruk, MD
Michael Mutchler, MD
Le Santha Naidoo, DO
Michele Parker, MD
Kami Phillips, MD
Lisa Rembetsy-Brown, MD
Jennifer Ryan, DO
Kristin Schofield, MD
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Francis Sweeney, MD
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Tricia Vorderstrasse, MD

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Cheryl DiVito, DO
Kim Houde, MD
Michael Reeves, MD
Rebecca Worden, MD
John Worden, IV, MD

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A. Tariq Malik, MD
Phani Molakatala, MD
Srikant Muddana, MD
Edmund Taylor, MD

HOSPITALIST

Seema Sahib, MD
Chair

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Paul Carpentier, MD
Aqueel Imran, MD
Mohammed Jaleel, MD
Ramzi Khazen, MD
Amabel Pia Lapuebla, MD
Sarah Leonard, DO
David Nesanelis, MD
Gulam Sadiq Parihar, MD
Robert Shepherd, DO
Timothy Ta, MD

IMMUNOLOGY

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INFECTIOUS DISEASE

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Imola Daniel, MD

NEPHROLOGY

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Shipen Li, MD
David Mount, MD
Michael Shih, MD
Francis Zambetti, MD

NEUROLOGY

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Muhammad Ramzan, MD
Mikhail Vydrin, MD

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Andrea Damour, MD
Chair

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Madhavi Toke, MD

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Win Brown, President & CEO

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Phani Molakatala, MD

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Daniel Ervin, DO

SURGERY – UROLOGY

Stefan Karos, MD



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Vice President Support Services and Chief Operating Officer, Athol Hospital

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Quick Facts

Heywood Healthcare

Net revenue - \$131,911,887

Total expenses - \$130,175,138

Operating income - \$1,736,749

Athol Hospital employees - 203

Heywood Hospital employees - 986

Heywood Medical Group employees - 128

Athol Hospital Medical Staff - 123

Heywood Hospital Medical Staff - 163



Heywood Healthcare

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