



Our Mission: Kent Hospital is devoted to continually improving the health and well-being of the people and communities we serve, offering our essential services without regard for ability to pay.

Our Vision for 2010: By 2010, Kent Hospital will be one of the best regional hospitals in New England, preferred by patients, staff and physicians for its quality, safety and service.

Our Long Term Vision Statement: Our vision is to be one of the best regional hospitals in the nation by providing the highest quality of care.

Our Values: At Kent Hospital, we put the patient and their families at the center of all we do. In our day-to-day interactions with patients and each other, our actions and decisions are guided by the following core values:

- | | |
|------------------------|--|
| K indness | We treat everyone with understanding and caring. |
| E xcellence | We demonstrate unparalleled quality in all we do. |
| N ew Ideas | We encourage lifelong learning, continual improvement and innovation. |
| T rust | We can be counted on to always place our patients' interests first. |
| C ollaboration | We work in partnership with those around us, including our patients. |
| A ccountability | We hold ourselves accountable for the impact of our decisions. |
| R espect | We treat each person with dignity, respecting the diverse needs of those we serve. |
| E thics | We hold ourselves to the highest ethical standards. |

Continuing The Commitment
www.kenthospital.org

A CARE NEW ENGLAND HOSPITAL

Awards

Physician Service

Ernest P. Mennillo, MD
50 Years of Service

Alfred A. Arcand, MD
45 Years of Service

Klaus F. Haas, MD
35 Years of Service

David M. Mayer, MD
30 Years of Service

Omprakash H. Kothari, MD
30 Years of Service

Barry L. Josephson, PhD
30 Years of Service

Michael Gershon, PhD
30 Years of Service

Kenneth H. Salzsieder, MD
30 Years of Service

Nicholas J. Turilli, DO
25 Years of Service

John J. Przygoda, MD
25 Years of Service

Thomas E. Purcell, MD
25 Years of Service

Donald V. Fagnoli, MD
25 Years of Service

Philip G. Maddock, MD
25 Years of Service

Trustee Service

Stephen A. Rooks
20 Years of Service

George W. Shuster
15 Years of Service

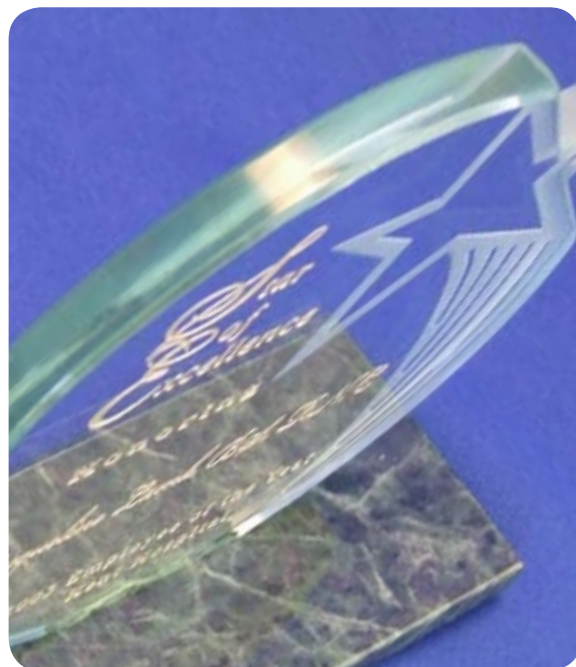
Daniel B. Reardon, MD
10 Years of Service

Maribeth Williamson
5 Years of Service

2008 Employee Of The Year

Deborah Champagne
Infusion Center at Kent Hospital

Joanne Carlson, Nurse Manager of the Center had this to say about Debbie, "Debbie is an employee that always displays a pleasant, cheerful disposition and works with energy and enthusiasm. She consistently supports the overall hospital goals by providing support to our patients and their family members. Her efficiency and dependability, as our unit secretary, supports the entire nursing staff, which enables them to provide quality, compassionate care to our patients."



The Fifty-Eighth Annual Meeting of the Kent Hospital Corporation Eighth of December, Two Thousand and Eight

Welcome

The Board of Trustees and Administration welcome you to this 58th Annual Meeting of Kent Hospital. This is an occasion that provides us the opportunity to celebrate some very challenging and significant accomplishments and also to look ahead to even greater successes in the years to come.

Kent Hospital is a resilient organization, deeply rooted in the interests, needs and relationships of its regional community. Many of the people who serve here—physicians, nurses and other caregivers, people in dozens of other jobs and hundreds of volunteers—have worked at this hospital for many years. Their collective experience creates an organization of extraordinary breadth and depth of skill and caring. We are grateful for their commitment and enthusiasm.

This is a somewhat unusual year in the hospital's history in that it not only concludes the term of a chairman of the Board of Trustees, but also marks the arrival of a new president and chief executive officer. The chairman appropriately completes his duties by recognizing the many accomplishments of the organization during the recent past. Our new president, on the other hand, is rightfully focused on the future, on establishing an agenda for progress, and on preparing the organization for the many challenges it will surely face in the years ahead. The two reports that follow will, therefore, first celebrate recent achievements and then provide some thoughts and goals for the near term. ■

Thomas J. Celona
Chairman of the Board

Sandra L. Coletta
President and CEO

*This is a wonderful hospital and one of which I am exceedingly proud.
I know that it provides extraordinary and compassionate service to our community.*

Report of the Chairman of the Board Thomas J. Celona

When I began to consider appropriate themes for this report, two notions came to mind. The first is that of a bountiful harvest; the second is a coming-out party. The first applies because Kent Hospital is beginning to reap the rewards of several long-term investments and initiatives. The second notion applies because this is a time that warrants celebration; we have emerged from a very dark and challenging period and are now entering a vigorous period of innovation and success. As I conclude my term as Chairman of the Board of Trustees, I happily report that our hospital has made much progress in recent times, and is in very good condition.

A scant year ago, we faced serious financial difficulties, losing nearly \$9 million in the 2007 fiscal year. I am delighted to report, however, that our financial turnaround has been dramatic and highly positive. The budget for the 2008 fiscal year, which ended on September 30, projected a loss from operations of nearly \$1.5 million. Instead, the year ended with a net income in excess of \$500,000, or nearly \$2 million better than budget and greater than \$9 million better than the results from 2007.

This was not an easy accomplishment, and I commend the administration, employees and physician staff for their concerted, conscientious efforts to heighten productivity and keep expenses down. In fact, the total growth on the expense side was under four percent—much of this in the essentially uncontrollable area of uncompensated care.

The hospital's cash position also improved. We retained Stockamp & Associates, a revenue cycle consulting firm, which worked on-site for ten months and helped us to design many process improvements to increase revenue capture and to install a software tool to help control accounts receivable. Their work has permitted us to lower the amounts owed to us and to build a much improved cash flow situation.

As satisfying as these financial accomplishments have been, they are, of course, only a means to an end. Our hospital needs to remain solvent and financially viable, but the purpose of the financial enterprise is to fund something far more elemental and important, namely, to preserve Kent Hospital as the principal and exceptional source of health care for hundreds of thousands of our neighbors in the regional community. The hospital has undertaken several major improvements and initiatives during the year in keeping with that mission.

The hospital's residency programs in emergency medicine and family practice have been highly successful, bringing 13 graduate physicians here for their specialty training and continuing the hospital's long-standing interest in medical education. The program has generated real enthusiasm and interest in the physician community and throughout the hospital. In the long run, we hope that many of the physicians who train here will choose to remain in our area in an era when attracting good physicians to any community is difficult and challenging.

Kent Hospital Distinguished Service Award Presented to Daniel Bartholomew Reardon, II, MD, FACS

We present this award in recognition of over three decades of skillful, compassionate and committed care to our region's patients and an exceptional record of leadership within the hospital and physician community. In Dr. Daniel Reardon, exceptional talent, education and dedication have combined to create a gifted surgeon and a fine man.

A native of Quincy, Massachusetts, he attended Thayer Academy, Harvard College and the Tulane Medical School. His internship was at Mary Hitchcock Memorial Hospital in Hanover, New Hampshire, followed by a surgical residency at the Dartmouth Affiliated Hospitals, which he completed in 1973.

Dr. Reardon then served as a lieutenant in the United States Naval Reserve, as ship's surgeon on the U.S.S. John F. Kennedy, and as an attending surgeon at the United States Naval Hospital in Portsmouth, Virginia.

He earned certification from the American Board of Surgery in 1974, and became a fellow of the American College of Surgeons in 1977.

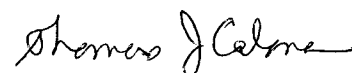
Dr. Reardon moved to this area in 1975, became a member of the Kent County Memorial Hospital Medical Staff, and joined Tollgate Surgical Associates.

Owing to his excellent clinical skills, gifts of organization, and tireless commitment to the hospital and to his medical colleagues, Dr. Reardon has been recognized with many distinctions in the years since. He has served variously as Chief of Surgery, Chairman of the Executive Committee and President of the Medical Staff, a post he held from 1996 to 1998. He currently sits on the Kent Hospital Board of Trustees.

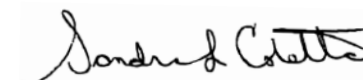
A caring and generous man, and he has shared his skill and experience with those in very great need, repeatedly traveling to charity clinics in Honduras to care for some of the poorest people in Central America.

Along with his very full life in medicine, Dr. Reardon relishes many other pursuits. He is a loving husband, father and grandfather. He is an avid skier and hiker. He and his wife, Elizabeth, greatly enjoy classical music and concert-going. The Reardon family also spends much happy time in their Deer Isle, Maine summer home.

Dr. Reardon, then, is a man whose life typifies service—to his profession, his patients, his family, his church, his nation, and to the highest standards of surgical care. It is a pleasure for his colleagues, and for the hospital for which he has done so much, to bestow this richly deserved honor on this eighth day of December, 2008. ■



Thomas J. Celona
Chairman, Board of Trustees



Sandra L. Coletta
President & Chief Executive Officer

Hospital Services in the year ending September 30, 2008



Inpatient Admissions	16,384
Inpatient Days	87,717
Births	1,141
Emergency Dept. Visits	59,403
Laboratory Tests*	1,399,429
Surgical Procedures*	16,960
Cardiac Catheterizations*	630
Diagnostic Imaging Studies*	133,085

*Inpatient and Outpatient



New Preop Holding Area



Kent Hospital pharmacists are working side by side with clinicians throughout the hospital to ensure drugs are administered more safely and effectively.

Our stroke program has been reviewed by the Joint Commission for designation as a primary stroke center—only the second in Rhode Island. This designation and the level of expertise it indicates provide an important healthcare resource for the people in our community who suffer from a potentially devastating stroke.

With the approval of the Rhode Island Department of Health, the hospital is about to launch a primary angioplasty program, the results of a highly cooperative task force, which brought together many physicians and other hospital personnel. The physician staff tells us that the availability of the service will be extremely beneficial to patients who suffer certain types of acute heart attack. The interval of treatment is an important factor in determining a patient's outlook and the availability of emergency interventional care here will be of great benefit to many area residents.

Through the concerted work of many employees and physicians, we have been able to reduce the number of hours that the emergency department has been on diversion, reducing the number of patients who must be transported to more distant emergency facilities by over 85 percent versus 2007. Other clinical quality initiatives include the arrival of a new diagnostic imaging group and improvements in the pharmacy department, both of which have yielded more timely and efficient patient care.

Along with these important clinical and programmatic developments, important changes have occurred on the hospital's organizational side as well. The Physician Advisory Council, cochaired by Andrea Hopkins and Dr. David Lowe, is providing a productive forum for mutual planning and communications among physician leadership, the administration and the Board of Trustees.

The hospital has also experienced a fundamental change of personnel this year, with the departure of Mark Crevier as President and CEO, and the arrival of Sandra Coletta as our seventh chief executive. Mark has accomplished much fine work, and his insightful leadership was pivotal in reversing the serious financial downturn of recent years. I congratulate him for his many outstanding accomplishments, and I wish him much happiness and success in his retirement. Sandy is an energetic and creative leader, and all of us look forward to working with her to take this hospital to even greater heights during her administration.

I have been honored and inspired by my association with our Board of Trustees. They are hard working and hands-on. They are generous and committed to the hospital, as demonstrated by their 100 percent participation in the annual fund drive. They are also inquisitive, demanding, focused and willing to make tough decisions. During our serious financial problems, it would have been easy to run for cover and avoid initiating any progressive actions. Instead, the board was willing to undertake the variety of programs that I have mentioned, and others besides. Many of these efforts required significant investment, despite our limited resources. I am proud to say that those investments were made, and that the bountiful harvest I mentioned earlier is the direct result.

I sincerely thank you for the opportunity to serve as chairman, and I look forward to my continuing association with the board. This is a wonderful hospital and one of which I am exceedingly proud. I know that it provides extraordinary and compassionate service to our community. My family and I have personally experienced the quality, the unsurpassed clinical skill and the genuine compassion that make Kent Hospital a community treasure. I congratulate and commend all of you for your commitment and your good work. ■

*No one can turn back the clock, but we can take the best of our past, and honor it by surpassing our current accomplishments with a future vision.
Kent will never again be what it was, it will be better!*

Report of the President and Chief Executive Officer Sandra L. Coletta

I have been immersed in a remarkable learning experience for the last few months. By studying the organization's history and current situation, meeting many hundreds of its employees, physicians and volunteers, and listening to their perspectives, I have developed an increased respect and clearer picture of what we have here at Kent.

Everyone is proud of the Kent of the past. Wonderful stories about teamwork, a singular focus on the patient, the strength of the family atmosphere, all of which made Kent the place to be, as a patient, an employee or physician. I have also been saddened as many have resigned themselves that these times have passed. They acknowledge that healthcare has now become a business and feel the resources are no longer available to support the culture that previously existed.

They are wrong; finances are a reality for sure, but they are the means to the end. The reason that everyone of us, whatever our association with the hospital, continues day after day is to serve the needs of the patient. We must certainly manage the dollars to ensure that we can have the resources to care for our patients. However, our greatest asset is not on a spread sheet, it is our employees, our physicians and our culture. They are critical to meeting our mission of continually improving the health and well being of the people and communities we serve.

No one can turn back the clock, but we can take the best of our past, and honor it by surpassing our current accomplishments with a future vision. Kent will never again be what it was, it will be better!

You might wonder how I can state that so confidently after only a few months on the job. I have had my eyes and ears open throughout these early weeks and have observed much. Here are a few of the things I have learned so far.

This is a very proud organization, and rightfully so.

The Kent cafeteria is decorated with some wonderful animal photographs. My favorite is the one of the great, beautiful male lion. His mane is full and his eyes are clear. He is the very image of pride and strength and power. But he's looking up at a slightly odd angle, and this mighty king of beasts somehow conveys an air of uncertainty and caution. For me, that image powerfully reflects the current condition of Kent Hospital.

Kent is an outstanding community resource with extensive clinical services and an excellent employee and physician staff. Kent people are clearly committed to our patients and to achieving exceptional quality of care. They are fiercely loyal to the organization and to its mission of service for the community.

Treasurer's Report Fiscal Year Ending September 30, 2008

Net Patient Service Revenue _____	\$254,511,539
Net Assets Released from Restrictions For Operations _____	875,039
Other Revenue _____	8,627,736
Total Revenues _____	264,014,314
Total Operating Expenses _____	263,276,963
Income from Operations* _____	\$ 737,351

During FY 2008, Kent Hospital provided \$9.6 million in uncompensated care to the community.

*Before loss on early extinguishment of debt of \$155,579.



Pamela Hill, RD, LDN, Clinical Nutrition Manager accepts one of Governor Carcieri's Awards for Wellness, at a State House reception, recognizing Kent's "Kids Choose To be Healthy" program. Kent was recognized as an organization that is providing outstanding leadership in wellness innovation.

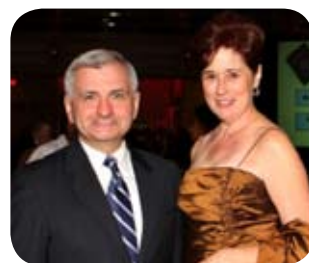
value the foresight and commitment that these donors have and wish to honor their dedication to Kent by showing them our appreciation. Following the reception for our 1951 Society donors, over 100 of our supporters, Kent Hospital Trustees, Kent Hospital Foundation Directors and committee members attended our annual Evening of Thanks. Those who were present were inspired by the words of Trustee Laura Hilderley who spoke about her own decision to support the hospital with a bequest intention. We are most appreciative to Laura and her husband David for sharing their story with our supporters.

Also at our Evening of Thanks, the Jonathan K. Farnum Business of the Year Award was presented to Amica Insurance Companies and to the R.B. Howes Company in recognition of the valuable contributions of business leaders toward Kent Hospital's mission and work. Kent Hospital Trustee Andy Erickson presented the award to the President of Amica Insurance Companies, Bob DiMuccio and Kent President, Mark E. Crevier presented the award to Rob and Debbie Howes. Both these companies have been loyal friends and join with many others in the corporate sector who support Kent Hospital. We thank them all for their commitment to their community hospital and to the greater community.

Of our total dollars received this year, nearly \$800,000 came in the form of grant funding from corporations, foundations and government sources. These funders must consider the needs of many worthy organizations very closely. We thank them for choosing Kent Hospital and are proud of the work we are able to do on behalf of our patients due to their generosity.

With so many supporters to thank, Kent Hospital is indeed fortunate, and we are most grateful to have a truly devoted friend in Centreville Bank. Through the years, Centreville has supported a variety of programs and departments. Many members of our community have been helped by their generosity. We were pleased to honor Centreville Bank as Kent's Partner in Philanthropy on National Philanthropy Day in November of 2007. It is a recognition that is particularly fitting for an institution that has been steadfast in its support of our hospital for many years.

The Foundation's Board of Directors thanks all of those who have supported Kent Hospital this year, and celebrates the philanthropic spirit that is shown by our community each day. ■



On September 20th, over 350 guests enjoyed an evening on the Orient Express: Safari to the Heart of Africa at Rhodes on the Pawtuxet.



But anyone who has experienced the last couple of years here knows just how difficult operating a contemporary hospital can be. The recovery from the hospital's extremely difficult financial situation was obviously an enormous accomplishment. Unfortunately, that recovery had its costs as well. Like the lion's uncertain gaze, and coupled with the current economic situation, many Kent

people seem threatened and cautious, fearful that the hard times will return. Restoring their confidence will be one of my first goals. It will also likely be one of the toughest ones to achieve. It won't be just throwing money at the problem, it will require a recapturing of our pride and hope. I cannot and will not be doing it alone.

It will take a lot of listening, planning and hard work to meet our full potential and to act as a focused, highly effective team.

Building confidence, creating a culture where employees and physicians look forward to coming to work, and preparing for the inevitable changes in Rhode Island's healthcare environment will require the efforts of every person in this organization. Encompassing everyone's participation demands improved communications, increased mutual trust and new mechanisms for the exchange of ideas. I applaud the efforts of the Physician Advisory Council as an important first step in opening communications across the administration, board and medical staff.

One of my highest priorities will be a greater degree of interaction of administrative and medical leadership at the decision-making table. I believe that it is impossible to move productively ahead without a full and open communication and shared goals. I welcome constructive conflict as the catalyst for innovation, growth and change.

Kent's greatest strength is the collective energy, enthusiasm and creativity of its people. We must find a way to harness that energy and engage the parties to take action together. No one individual, no one group has all the answers. I have been so impressed by the willingness of all of those I have met to share their ideas and hopes for the future. We will have regular town meetings and focus groups to provide a forum for these ideas.

All of the ingredients for Kent's continued success are embodied in its values. They are expressed in two words KENT CARE: Kindness, Excellence, New Ideas, Trust, Collaboration, Accountability, Respect and Ethics. Values provide the foundation for the organization, the underpinnings for how we will deal with each other, with our patients and with the overall environment.

There are challenges ahead, but they can bring many rewards.

Sustaining and growing this hospital will remain extremely difficult. The state and national economy are in disarray and are likely to worsen. More people will be uninsured. Fair

reimbursement will be more difficult to obtain. Expenses will escalate. If we are able, however, to take the greatest advantage of our collective ideas and strengths, Kent will be able to meet these threats proactively and head on. Specific improvements in the openness and candor of our communications, expansions of our information infrastructure, additions to the specific services we offer and new approaches in the ways in which we integrate with the other health resources throughout the region, all can help us to remain a strong and progressive organization in these perilous times. This will not be easy, but we have no choice but to move forward, realizing that occasional choppy seas may be encountered.

Quality is the key.

The watchword of everything we do must be quality, aimed at the excellence and efficiency of patient care and at making Kent Hospital an exemplary place to work. Quality and safety are not strategies, initiatives or topics of the day. Ensuring a safe and high quality care delivery system is our responsibility. A shared commitment to exceptional quality and patient safety — at every organizational level — will provide the most certain route to Kent's bright future. Safety and quality are also the keys to economic success, as we have little margin, both morally and financially, to treat complications that we could have prevented.

I am grateful to the Board of Trustees for the opportunity to serve as the President. With every day, the more Kent people I meet, and the more Kent programs I come to understand, the more impressed I am with Kent's many accomplishments, with its great traditions and with its great promise. ■



We were pleased to honor Centreville Bank as Kent's Partner in Philanthropy on National Philanthropy Day in November of 2007. It is a recognition that is particularly fitting for an institution that has been steadfast in its support of our hospital for many years.

Report of the Kent Hospital Foundation Elizabeth F. Zima, Senior Philanthropy Officer

Once again in 2008, Kent Hospital and the patients we serve benefited from many generous individuals, businesses and charitable foundations who invested in Kent's mission throughout this past year. Over 2,300 donors provided nearly \$1.9 million in new gifts and pledged payments. We are very grateful and are proud to report on the outpouring of generosity from Kent's community.

Kent Hospital has embarked on a capital campaign to raise funds for the Heart Center. The funds raised will help support new upgraded equipment for the catheterization lab and construction to move the lab closer to the Emergency Department. With the approval of a license for emergency angioplasty, the services of the Heart Center will include this life saving procedure as well as our current services. We wish to extend our deepest appreciation to those individuals and businesses who have made leadership gifts to this important cause. We also wish to acknowledge the outstanding contributions of the Kent Hospital Auxiliary to our campaign. The Auxiliary is an inspiration and truly remarkable example of generosity at work.

2008 Annual Fund Co-Chairs, Edward Keating, MD, Joseph Spinale, DO, and Trustee James Vesey led a very successful campaign to raise over \$350,000 for the operations of the cardiology department at Kent. Cardiology is a top priority for the hospital. The 2009 Annual Fund is also being designated for cardiology as we continue our commitment to our cardiac care patients. We extend our "heartfelt" thanks to all of those who support Kent on an ongoing basis with their Annual Fund contributions.

On September 20th, over 350 guests enjoyed an evening on the Orient Express: Safari to the Heart of Africa at Rhodes on the Pawtuxet. Raising funds for our cardiology program was fun-filled and delicious; guests enjoyed a gourmet meal finished off with specialty South African wines. A highlight of the evening was the raffle which was held to support the Annual Fund and the Oswaldo R. Velis, MD, Fund for Cardiac Care. This endowment fund was established in 2006 in memory of Dr. Velis by his family. Our grand prize in the raffle—a 12-day safari to South Africa—was donated by the Velis family. We appreciate the generosity of the Velis family and all of those who supported the gala. Each raffle ticket sold, every sponsorship and event ticket purchased, all the donated items for our silent auction and every bid on those items represents a gift to Kent Hospital. Our deepest thanks to all who participated in this very special event.

The inaugural event for Kent Hospital's 1951 Society was held on June 2, 2008, at the Airport Radisson in Warwick. The 1951 Society was created to thank our donors who have included Kent in their estate plans or have set up another planned gift for the hospital. We

We have chosen The Heart Center At Kent to be the beneficiary of this year's fund-raising efforts, and to date the Auxiliary has contributed \$322,400 to that cause.

Report of the Hospital Auxiliary President Mary Jane Sweetland

It is my pleasure to report on the activities of the Kent Hospital Auxiliary for the year 2008. With the many events we sponsor throughout the year, we have clearly made great strides since February 1951, when the auxiliary was first formed. Our 11th Annual Golf Tournament was a wonderful success, raising nearly \$30,000. We have chosen the Heart Center at Kent to be the beneficiary of this year's fund-raising efforts, and to date the Auxiliary has contributed \$322,400 to that cause. Some of this year's other successful fund-raisers included: the Heart Walk, a Month of Surprises raffle, Spring Flower sale, the raffle of a beautiful handcrafted quilt, bus trips and shows, and just this past September we raised over \$10,700 from the Silent Auction which the Auxiliary hosted as part of the 2008 Kent Hospital Gala, Orient Express: Safari to the Heart of Africa.

We were pleased to have sponsored the Hospital's "Kids Choose To Be Healthy Program," which was recently awarded one of Governor Carcieri's Awards for Wellness. Kent was recognized as an organization that is providing outstanding leadership in wellness innovation!

The Hospitality Shop continues to be our "gem." With such appealing merchandise displayed in such attractive ways, it's no wonder that few people leave without a pink bag! The workers in the shop are always willing to help find just the right article for that special occasion. The Auxiliary was able to give over \$280,000 in proceeds from the shop, that are used to enhance programs and services at Kent.

With the continued support of our Kent family and the surrounding communities—for which we are extremely grateful—we can carry on our mission to benefit every patient, every day. Our diverse work requires many volunteers and supporters who continue to lend their generous and tireless support, and who deserve our grateful thanks. I am truly honored to serve as president of the Auxiliary and to continue the 57 year tradition and vision of this fine organization. ■



Ensuring a safe and high quality care delivery system is our responsibility, a shared commitment to exceptional quality and patient safety — at every organizational level — will provide the most certain route to Kent's bright future.

Report of the 57th Annual Meeting Stephen A. Rooks, Secretary

The fifty-seventh annual meeting of the Board of Incorporators was held on Wednesday, December 12, 2007, at the Quidnessett Country Club. The Reverend David F. Ricard gave the invocation.

Chairman of the Board, Thomas J. Celona, recognized a great milestone in our hospital's growth with the introduction of graduate medical education at Kent. As a teaching hospital, Kent will bring a new dimension of care to the community. Mr. Celona thanked Diane Scott for her leadership as Auxiliary President and welcomed the new Auxiliary President, Mary Jane Sweetland. Mr. Celona noted that the Auxiliary has provided more than \$4 million in support of patient care improvements.

Mr. Stephen Rooks, Secretary, moved that the reading of the minutes of the 56th Annual Meeting be waived. It was so voted. The report was accepted as printed. Mr. Raymond J. Bolster, II, Treasurer, requested that the reading of the Treasurer's Report for the year ending September 30, 2006, be waived. It was so voted. The report was accepted as printed.

The Nominating & Bylaws Committee report was given by George W. Shuster, Chair, Nominating & Bylaws Committee. Trustees whose terms expired in 2007 for reelection until 2010: Edward Cooney, Andrew M. Erickson, James M. Hagerty, Laura J. Hilderley, James A. Hopkins, Kenneth L. MacNaught and Daniel B. Reardon, MD.

Nominated to the Board of Incorporators were:

Lloyd Albert, *Providence*; Rev. Dr. Don Anderson, *Providence*; Farid Ansari, *Providence*; Jared Barlow, MD, *Saunderstown*; Paul Beaudoin, *Cumberland*; Daniel Bell, *North Kingstown*; Robert E. Binek, MD, *Warwick*; Anthony Bucci, *Warwick*; David Campbell, *Scituate*; Nathalie A. Campbell, MD, *West Warwick*; Tom Clarkin, *Warwick*; Barry Coutu, *East Greenwich*; Caroline Cressman, *East Greenwich*; Joseph A. DiPietro, *Cumberland*; Lynn Dunphy, *Kingston*; Clifford J. Fields, DO, *Warwick*; John Gage, *Providence*; Mary Ann Glynn, *South Boston, MA*; Duane T. Golomb, MD, *Coventry*; Peter F. Graves, MD, *West Greenwich*; Rev. Margaret Higbie, *Providence*; Sandy Horton, *Coventry*; Edward C. Keating, MD, *East Greenwich*; Steven Kitchin, *Warwick*; Rabbi Amy Levin, *Cranston*; Jessica C. Manyan, DO, *Pawtucket*; Robin Marek, *North Kingstown*; John A. McCue, MD, *Warwick*; Stella Moran, JD, *Warwick*; Beverly Levitt Narcisco, *North Kingstown*; Mary Ellen Panzini, *West Warwick*; George J. Pasquarello, DO, *East Greenwich*; Helen Reed, *North Kingstown*; Javier Rico, *Cranston*; Jerrold R. Robins, MD, *Warwick*; Robert Sloan, *East Greenwich*; Matthew J. Smith, MD, *East Greenwich*; The Hon. William Smith, *East Greenwich*; Joseph W. Spinale, DO, *Warwick*; Chris Stowe, *Warwick*; Matt Trimble, *East Greenwich*; Sunil P. Verma, MD, *Cranston*; Brian L. Wallin, *North Kingstown* and Chris Woulfe, *Foster*. The nominations were accepted as presented. The proxy vote of the Corporate Members in favor of those persons nominated as Trustees and Incorporators was cast.

Awards were presented for Trustee Service, Physician Service and Employee of the Year. Next the Distinguished Service Award was presented to Alfred A. Arcand, MD.

Guest Speaker, Polly E. Leonard, DO, Director of Medical Education, gave an overview of the role of osteopathic medicine in our community and its impact on our hospital.

The meeting adjourned at 7:55 p.m. ■

After much careful planning and hard work, the hospital is about to launch its primary coronary angioplasty program. Kent will be the fourth hospital in Rhode Island and the only hospital between Providence and New Haven to treat acute heart attack victims by placing a stent or “balloon catheter” in a clogged coronary artery in order to restore blood flow.

Report of the Chief of Staff, continued

Report of the Chief of Staff Alfred A. Arcand, MD

I am pleased to report on medical staff activities during 2007-2008, beginning with my thanks to Dr. David Lowe for his leadership during the first year of his term as President of the Medical Staff. We now have more than 600 credentialed members, representing virtually every medical/surgical specialty. During the year we welcomed 52 new members to the medical staff. We were saddened by the deaths of Dr. Charles B. Round and Dr. Dinesh V. Bhat.

During 2007-2008 the hospital has continued to focus on exceptional performance in clinical quality and has introduced, or is about to launch several notable new programs to enhance patient care.

This year saw the arrival of the first 13 physicians who will receive their graduate training in our residency programs affiliated with the University of New England College of Osteopathic Medicine, one of the country's leading osteopathic medical schools. The residencies in family practice and emergency medicine will enhance the care to our patients and provide the stimulation, intellectual excitement, and a focus on new techniques and ideas that academic programs inspire in a hospital setting.

Dr. Polly Leonard is serving as program director for the family practice residency with Dr. Jessica Manyan as associate director. Dr. Clifford Fields is program director for the emergency medicine residency program. Bayside Family Healthcare in North Kingstown will serve as the site for our family medicine continuity clinic. We hope that an additional benefit of the residencies will be the decision of many of its graduates to remain in our area. At a time when physician recruitment is difficult everywhere, growing your own is a sensible and effective approach.

The recently implemented Adult Rapid Response Team, which enables bedside nurses to summon a multidisciplinary team of clinicians when a patient experiences unusual changes in vital signs, has been a great success and has attracted much favorable attention. Building on the success of that program, a Pediatric Rapid Response Team is now in the works. The idea here is to initiate the specialized care that acutely ill children require when they present to our emergency department and when they are subsequently admitted as inpatients.

A Sepsis Team is also being developed following the Adult Rapid Response Team model. Dr. Michael J. Dacey, Jr., is heading up this effort, which will organize all of the people and resources necessary to provide aggressive, tightly coordinated care for patients suffering from acute infection. Dr. Lowe and the infection control staff are also working hard on the infection front, and have made many efforts to improve infection control compliance within the hospital, and thus avert the incidence of hospital acquired infections. Compliance has been excellent throughout the facility and far outstrips national averages.

After much careful planning and hard work, the hospital is about to launch its primary coronary angioplasty program. Kent will be the fourth hospital in Rhode Island and the only hospital between Providence and New Haven to treat acute heart attack victims by placing



New Residents' Reception at Aldrich Mansion

a stent or “balloon catheter” in a clogged coronary artery in order to restore blood flow. The procedure, commonly known as percutaneous coronary intervention (PCI), is recognized as an international standard of treatment.

With five experienced interventional cardiologists on the hospital staff, it will be possible to ensure round-the-clock availability of PCI. The hospital has also made improvements in its cardiac cath lab to accommodate the service. The program is expected to care for some 60 emergency angioplasty patients during its first year, well above the 36-patient national volume standard for PCI.

Earlier this year, the hospital's stroke program was approved as a primary stroke center by the Joint Commission. Kent and the Miriam are now the only two hospitals in Rhode Island to have earned this designation, which is based on exacting standards of staff training and experience, technological resources and complex protocol development. Just as emergency cardiac intervention can lessen the damage caused by a heart attack, this program and its resources can lessen the long-term damage patients suffer because of a stroke.

From the physician's standpoint, timeliness of diagnostic and monitoring results is critical to high quality case management and patient care. I am pleased to report that after some initial hurdles following its installation, the hospital's Cerner clinical data system is functioning well and has enhanced the timeliness of results reporting. The hospital's new radiology/imaging group is also in place and x-ray turnaround has also improved.

Communications within the physician staff and between physicians and the hospital is a perennial challenge, owing to the disparate interests, specialties and locations of the physician staff. Good communication fosters cooperation, shared understanding, mutual support and a sense of shared mission. The Physician Advisory Council has created an excellent forum for joint planning and open discussion among physician leadership, the administration and the Board of Trustees. Over the coming year members of the council will be invited to attend a series of workshops and joint educational efforts.

Active communication efforts can also help to bridge community-based physicians with the hospital and its plans and activities. Our very successful hospitalist program is providing outstanding inpatient care, but one of the consequences of the program is that community-based physicians tend to spend less time in the hospital and therefore sometimes feel detached and uninformed. An effort is being organized to create more regular communications and involvement with community-based physicians.

The proposed merger between Lifespan and Care New England is still moving through the very complex regulatory review process, but we should see some resolution in coming months. The merger will bring many new opportunities to enhance the scope and quality of care at Kent Hospital, and the medical staff looks forward to this process as it develops. ■