2010 ANNUAL REPORT



Leadership Message

New Milford Hospital completed a pivotal year in 2010, positioning itself favorably both financially and strategically for continued growth and progress as a leading community health provider. We forged a critical partnership with Danbury Hospital that will enable both organizations to build a stronger healthcare system for the areas we serve.

As this process unfolded, our medical staff adopted a shared vision for the future of New Milford Hospital, its culture of care, and its place in the community. New Milford Hospital completed its formal affiliation with Danbury Hospital, officially joining forces on September 30, 2010, as Western Connecticut Healthcare. We believe this new entity will strengthen our Hospital and improve our ability to provide the services that our community requires in the years to come. We are optimistic and committed to working with our new partners to capture every opportunity to improve the health of residents of our region.

As our country faces great challenges in providing accessible, affordable and effective medical care to all who need it, New Milford Hospital completed several facility improvements through philanthropic support to ensure its viability as an essential community resource. Several major upgrades in radiologic and laboratory technology have boosted our capabilities for patients with cancer, orthopedic and other conditions, and we have gained efficiencies to deliver more complete and timely care close to home. Construction, renovation and technology investments, most made possible by generous donors, enhanced the Hospital's entrance and "Main Street" corridor and kitchen, along with an all-private-room orthopedics center, operating rooms, a new low-dose CT scanner, a new linear accelerator, and a new building to house a state-of-the-art open-bore MRI. We enhanced quality of care, education and support resources for patients and families with our 24/7 hospitalist team (inpatient care specialists), numerous patient safety initiatives, and through our Planetree focus of personalizing, humanizing and demystifying the healthcare experience for patients and family members.

As a collaborating partner in community service throughout 2010, the Hospital provided more than \$21 million to area residents through charity care, government-sponsored programs, education, outreach and screening.

Over the years, New Milford Hospital has grown and evolved to meet the healthcare needs of the greater New Milford community. Those involved in contributing to the Hospital's success, including its employees, medical staff, administration, board, volunteers and benefactors, have recognized the unique character of New Milford Hospital, and have contributed towards making it the special place that it is.

We look forward to working together with these and other partners to further our mission of advancing the health and well-being of residents of western Connecticut and nearby New York communities.

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John M. Murphy, M.D. President and CEO Western Connecticut Healthcare

Richard J. Henley, FACHE, FHFMA Interim President and CEO **New Milford Hospital**



A New Era for Healthcare in Western Connecticut

Richard J. Henley, FACHE, FHFMA, Interim President and CEO of New Milford Hospital, and John M. Murphy, M.D., President and CEO of Danbury Hospital (above right), signed the final official agreement on September 30, 2010, that joined the two hospitals under one corporate entity, Western Connecticut Healthcare. The affiliation allows the two hospitals to retain their separate licenses, but will promote collaboration and efficiencies through a shared vision and unified board of directors, to develop an integrated network for innovative and accessible high-quality healthcare.

Now serving as President and CEO of Western Connecticut Healthcare, as well as New Milford Hospital, Dr. Murphy said, "This is not only an incredible opportunity for our hospitals, but also our community. Our collective capacity will be strengthened with new resources enabling us to take a proactive and costeffective approach to healthcare reform, and will allow us to continue to raise the bar in providing an even higher level of patient care for the residents in our region."

What does the affiliation look like?

- Two hospitals with a shared vision
- Collaborative medical staff with cross-privilege opportunities
- Core clinical services at each facility
- Seamless patient-centered care
- Shared resources and greater access to new technology

What are the benefits of the affiliation?

- High-quality care close to home
- Uniformly high standards of care and higher patient satisfaction
- Improved access through a larger region and pool of physicians and resources
- Improved operating performance
- Improved access to capital

■ The Year In Review



RIBBON-CUTTING FOR PRIVATE-ROOM ORTHOPEDICS

The Center for Orthopedics and Joint Replacement re-dedicated all private rooms on the third floor to enhance comfort and privacy for patients undergoing joint replacement and spine surgery. Celebrating the opening (from left) were: Susan Lovino, Executive Vice President; Nurse Managers Mary Dieghan, RN, and Sue Viola, RN; John Mullen, M.D.; Anthony Viola, M.D.; John Keggi, M.D.; Board Chairman Jim Preston; Interim President and CEO Richard J. Henley; Board Member Ken Hecken; Lindsey Burke, RN, Assistant Nurse Manager; and Fred Browne, M.D., Chief Medical Officer.

Improvement for Orthopedic Patients & Families

New Milford Hospital has enhanced privacy and comfort for patients with a physical injury or disease causing pain and limited mobility with the opening of a dedicated Center for Orthopedics and Joint Replacement in May 2010. Located in renovated space on the 3-East patient care unit, the Center offers a comforting environment with private rooms, equipped with daybeds and other amenities, to promote rest and recovery following orthopedic surgery. A new patient/visitor lounge also provides a convenient place for socializing, television viewing, and accessing a computer and snacks.

Specializing in joint replacement of the hip and knee, shoulder resurfacing and other shoulder surgery, and back and neck surgery, NMH's board-certified surgeons offer advanced techniques that minimize pain, scarring and recovery time. Together with Hospital nurses, technologists and other staff, they provide comprehensive education to prepare patients for surgery and aftercare to facilitate their successful return to more active lifestyles.

Richard J. Henley, Interim President and CEO, explained, "For many patients, orthopedics constitutes an elective procedure. We want to attract them to our high-quality surgical care, while offering them a nurturing environment that is welcoming to their families."

Last year, surgeons, nurses and other staff implemented several clinical improvements for patients undergoing hip and knee replacement. The resulting "clinical pathways" have been instrumental in improving care and satisfaction regarding pain management and rehabilitation. Additionally, the Hospital has begun to offer integrative therapies such as guided imagery, hypnotherapy and "M-technique" (therapeutic hand and foot massage) to help patients prepare for surgery and relax during their surgical stay.

Orthopedic Surgeon Anthony Viola, M.D., said, "It takes a whole team to fully support the patient, and the results can be dramatic. We have a truly dedicated group of nurses, technologists and other staff who work to accommodate the patient's needs and requests. It's important that each patient feels confident and supported in his or her experience to facilitate recovery."

Henley agreed. "Working with our highly skilled orthopedic surgeons, nurses and other surgical staff, we believe we have designed an experience that stands out for its clinical excellence and some 'extras' that most patients will find appealing. Quality of care is key; however, we have blended a high level of attention to personal issues and family conveniences, including our award-winning dining and nutrition services, complementary/integrative services to enhance relaxation and well-being, valet parking and wireless internet access. We want our patients and their loved ones to be highly satisfied and leave us well prepared for a safe and satisfying recovery."

Advanced Technology for Cancer & Neurological Care

The Regional Cancer Center at New Milford Hospital began treating patients with its new linear accelerator in Fall 2010, offering advanced technology for image-guided radiotherapy (IGRT) to treat cancer and neurological conditions quickly, and with unprecedented precision. The new technology enables the Hospital to offer image-guided radiosurgery (IGRS), constituting the most powerful, precise and versatile treatment solution ever provided by one product. In addition to delivering conventional forms of radiation therapy, the system can be used for stereotactic approaches for treating very small lesions quickly.

"This state-of-the-art system will help us to treat patients using the most advanced radiotherapy techniques, and the most clinically efficient processes in the world," said Joseph Bargellini, M.D., Director of Radiation Oncology. "It provides us with tremendous versatility and precision for customizing treatments according to the specifics of each patient's diagnosis and plan of care."

At the core of the new system is the high-powered medical linear accelerator, a machine that rotates around the patient to deliver radiotherapy treatments from many angles. The system is able to concentrate radiation doses on a tumor while protecting surrounding healthy tissue. The linear accelerator was designed to deliver high doses of radiation very quickly, and with great precision. That translates into faster treatments, greater patient comfort, and the potential for better outcomes.

The system incorporates a multileaf collimator for shaping the radiation beam to match the three-dimensional shape of the tumor, and an On-Board Imager™ device with a robotic table for fast, accurate, automated patient positioning.

The linear accelerator is optimized for stereotactic applications that involve delivering higher doses of radiation to smaller areas over short periods of time. This means that, in addition to cancer, doctors will use the system to treat benign and malignant brain tumors, arteriovenous malformations, and other neurological conditions.

"Stereotactic approaches are generally most appropriate for small lesions and early metastases," said Dr. Bargellini. "Better diagnostic tools are making it possible for us to see tumors much earlier, when they're still very small, so stereotactic radiotherapies are likely to play a much larger role in the future of cancer care. Stereotactic techniques are also being explored to treat tumors outside the brain as well.

"Radiation therapy is used today in more than half of all cancer treatments due to its unique clinical advantages," he added. "Using the new system, we have the potential to substantially improve treatment outcomes by doing a better job of protecting healthy tissue while delivering more powerful doses to tumors and other abnormalities. With the addition of this technology to our existing services of high- and low-dose-rate brachytherapy, including partial breast treatment and prostate seed implantation, as well as radiopharmaceutical therapy, there is very little we cannot do at New Milford Hospital."



This state-of-the-art system will help us to treat patients with the most advanced radiotherapy techniques ... in the world.

Joseph Bargellini, M.D. **Director of Radiation Oncology**

CT Scanner Delivers Sharper Images, Less Radiation

New Milford Hospital installed a new 64-slice CT scanner, equipped with ASIR™ low-dose technology, to offers patients dramatically improved image quality and less radiation exposure - specifically lowering radiation doses by as much as 40 percent.

Andrea Crowley, M.D., Chairman of the Radiology Department, said, "The addition of the CT scanner configured system complements and extends the range of quality diagnostic services that New Milford Hospital offers to northern Fairfield and Litchfield counties, as well as nearby New York communities. It provides us with vastly improved image quality and imaging speed, and enhances the overall diagnostic confidence we have in all our studies."

Dr. Crowley added, "We are thrilled to offer the most advanced high-definition radiation dose-reducing CT scanner available for patients in our community."



THE JUNE 2010 LAUNCH DAY FOR THE NEW CT SCANNER

(From left): Executive VP Susan Iovino; Tom Brooks, GE; Yolanda Miller, Director, Diagnostic Imaging; John Liedel, GE; April Webb, Purchasing Director; CT Technologists Robert Krokovich, Charlotte Pancoast, Michele Murray and Scott Dandeneau; Kelley O'Shea, GE; CT Technologist Sue Broughton; Paul McGuire, MD; CT Technologist Paula Petrausch; Joe Kwiatek, GE; Andrea Crowley, MD, Radiology Chairman; and Richard Henley, Interim President and CEO.

Volunteer Chaplains Support Spiritual Needs

New Milford Hospital recognizes that patients, along with the people who care for them, are unique in their need for spiritual support. As a Planetree facility, the Hospital is committed to addressing this uniqueness through a variety of ways.

Last spring, the Pastoral Care Department announced the start of its Voluntary Chaplaincy Program, which brings scheduled community clergy into the Hospital on a daily basis and 24/7 for emergencies to enhance care for patients and their families.

Information regarding the program is given to each patient upon admission to the Hospital, when they are also asked about their needs and preferences for religious support and/or visitation.

Volunteer chaplains offer non-denominational assistance by request for patients who may not have a religious affiliation, but are interested in a visit. Approved by the Pastoral Care Department, volunteer chaplains represent a variety of faiths, and offer prayer, encouragement and support of both a religious and non-religious nature based on the needs of the patient.

Brenda Warren, Director, Plant Operations and Planetree Coordinator at the Hospital, said, "For many people, faith is a vital part of everyday life. The need for pastoral and spiritual guidance and understanding often grows during a hospital stay. Pastoral care can be an important part of treatment and recovery.



VOLUNTEER CHAPLAINS FROM NEW MILFORD HOSPITAL'S PASTORAL CARE DEPARTMENT

(From left): Russell Joyce; Chris Sakis, Chairman; Michael MacInnis, Don Olden and Michael Phillips. Ann Beams, Gary Roberts, Ronald Herrmann and Matt Yukon also serve as Volunteer Chaplains.

"In addition to our Interfaith Chapel near the Main Lobby, the services of community clergy will greatly enhance our ability to meet the spiritual needs of patients and their families. Our Pastoral Care Department has worked hard to assemble a team of ordained clergy and chaplains – some representing specific faiths, and others serving in a multi-faith capacity," Warren explained.

Open-Bore MRI Enhances Image Quality & Patient Comfort

In July 2010, New Milford Hospital unveiled the region's first Open-Bore, 1.5 Tesla magnetic resonance imaging (MRI) system that combines a larger bore, or opening – ideal for claustrophobic and larger patients – with the ability to capture high-field quality diagnostic images.

For the Hospital's radiologists, Chairman Andrea Crowley, M.D., Paul McGuire, M.D., and Michael Waldman, M.D., this advanced MRI system provides an opportunity to support patients and their fellow physicians with the technology only available at a limited number of academic medical centers across the nation.

The New Milford Hospital Foundation marked the occasion by honoring Dudley and Nonie Diebold, and their daughter, Caitlin Diebold, of Roxbury at a celebratory reception for their significant contribution to construct the new building that houses the MRI. The undisclosed amount was made possible by the Diebolds and their daughters, Daphne and Caitlin, through the Diebold Foundation, and the longstanding support of the family's matriarch, the late Dorothy Diebold.

New Milford Hospital previously relied on a mobile MRI unit a trailer parked outside the hospital a few days a week for many years.

"We had no pre-existing space inside the hospital to permanently install this incredibly important equipment," said Richard J. Henley, Interim President and CEO. "Now our patients have the latest technology and the comfortable surroundings of this brand new building. We are extremely grateful to the Diebold family."

"The new MRI has dramatically improved patient convenience," said Dr. Crowley. "The patient-friendly design of this magnet makes it easier to have an MRI examination. Faster scans and higher quality images have reduced the need to interrupt and repeat exams.

With two-thirds of American adults overweight, the healthcare industry is challenged to accommodate larger patients with imaging systems that were designed for people who weigh much less. The 1.5 Tesla Open-Bore MRI offers superior images, faster testing and one of the most spacious designs. The bore opening is 2.3 feet in diameter with almost one foot of free space between a patient's head and the magnet. Because the MRI's bore is the shortest on the market, more than 60 percent of the exams can be completed with the patient's head and feet outside the bore. It's also fast; it can perform advanced clinical applications in less time than any other comparable equipment.



GENEROUS DONATION FUNDS MRI BUILDING

New Milford Hospital held a reception to honor the Diebold Family for their generous donation to fund the new MRI building. Among the hospital staff and guests were (from left): Andrea Crowley, M.D., Radiology Chairman; Jim Preston, Chairman, Board of Directors; Dudley, Caitlin and Nonie Diebold of Roxbury; and Richard J. Henley, the Hospital's Interim President and CEO.

The Year In Review > CONTINUED

Institute Recognizes Patient Safety Efforts

A quality improvement team at New Milford Hospital saw their successful efforts to address patient safety highlighted at the 21st Annual National Forum on Quality Improvement in Healthcare sponsored by the Institute for Healthcare Improvement (IHI). The presentation outlined improvements in care related to creating a "restraint free" patient environment as an appropriate goal, although not always achievable in the acute hospital setting.

"Changing Hearts, Minds & Actions: A Quality Improvement Initiative to Reduce Restraint Use," conducted by professionals throughout the Hospital this year dramatically reduced the number of patients restrained and the duration of restraint episodes without compromising patient safety. Specifically, the results included a more than 50% reduction in the use of restraints, a 73% reduction in the duration of restraint episodes, and no significant change in patient safety (patient falls resulting in injury) – following implementation of the improvement process.

Restraint use, while sometimes necessary for safe patient care, is a practice that hospitals in general strive to minimize across the nation. Restraint use can cause loss of dignity, infringe on the patient's rights, and cause physical or psychological injury.

The Hospital's ultimate goal is to be restraint-free to uphold patients' rights and prevent injury. With the appropriate education, mentoring of staff, communication with patients and families, and improved oversight of restraint policies and practice, the Hospital has exceeded its goal of reducing restraint use and its duration.

Bedside nurses collaborating with their nursing leaders, physicians and quality management colleagues have supported cultural change and clinical skill-building to minimize the negative impact of restraint use on patients.



THE QUALITY IMPROVEMENT TEAM FOR PATIENT RESTRAINT USE

Represented by, back row from left: Dale Staub, Sharon Narducci, Candy Marcinek, Mary Deighan, Natalie Jury, Amy Llerena, Beth Falder; front row from left, Stefania DeBenedictis, D'Arcy Bednar, Sharon Poluhowich, Marion Hoyt, Janne Conrad, Joann Mieczakowski, and Bridget Clark.

Planetree Efforts Demystify, Personalize Healthcare

New Milford Hospital embarked on its third year as a Planetree hospital to develop and implement patientcentered care in a healing environment that nurtures every patient's body, mind and spirit. According to Marydale DeBor, Director, Planetree, at the Hospital, several key initiatives in 2010 "have improved our environment of care through the Planetree focus of personalizing, humanizing and demystifying the healthcare experience for patients and their families.'



Last September. Planetree assessors spent three days at the Hospital evaluating Planetree initiatives for patient-centered care over the last year. They met with patients, staff, physicians and volunteers during more than a dozen focus groups and other meetings to learn what everyone had to tell about their experiences at the Hospital. "The purpose of this second annual Planetree Assessment was to understand what people feel or think about New Milford Hospital, and to encourage comments of all types to find out where we can improve what we do," DeBor said.

The Hospital received high marks for the commitment of the Planetree Steering Council, Planetree retreat facilitators and work team chairs. The assessors also singled out the success of Plow to Plate® and Senior Suppers, our dining program coordinated with local senior centers, the Integrative Medicine Program (see right column), the formation of a Patient and Family Advisory Council, multiple facility enhancements, and highly effective communication on the part of hospital leaders.

The assessors offered several recommendations to improve patient-centered care in the areas of an open-chart policy, décor and signage, rewards and recognition, "care for the caregiver," the visitation policy, and the hospitalist program (inpatient specialists). "In these and other areas, we will share our progress and plans for 2011 and beyond. It's important that we continually refine what we are doing, and maintain the momentum in collaboration with the growing number of employees and volunteers who are joining the ranks within our Planetree committees," Debor explained.

The Hospital also joined forces with the New Milford Public Library to launch a Community Health Information Center (CHI Center), an array of free resources that includes a dedicated space for books and other materials, as well as an online system to empower individuals to become better decision-makers about their health and well-being.

CHI stands for Community Health Information, but is also the traditional Chinese symbol for the life process and the flow of energy that sustains living beings. In this case, this includes the flow of useful health information that can improve lives.

Integrative Medicine Promotes Healing

As a Planetree hospital dedicated to nurturing every patient's mind, body and spirit, New Milford Hospital is now offering integrative therapies to all patients, adding a new dimension to medical and surgical care in cooperation with physicians, nurses and other caregivers. Marydale DeBor, Director, Planetree, at the Hospital said that the integrative therapies were organized and developed "with the utmost attention to the holistic medical benefits for our patients. Patients with many health concerns can benefit from these modalities when incorporated with the highest quality medical diagnostic and treatment services."

Diane Wilson, RN, Surgical Services Manager, said, "We have been fortunate to add integrative practitioners to our team this year. They are real players in patient satisfaction and enhance our team's ability to smooth over what can be very stressful moments for patients and their families. Their contributions in surgical services are making a big difference that improves care and patients' impressions of that care."

Provided by a group of highly experienced practitioners who are credentialed through the Hospital's medical staff office, current integrative therapies include:

- Reflexology, the ancient practice of applying a controlled amount of pressure to specific points on the feet and hands to soothe and promote health and healing.
- Preparing for Surgery with Hypnotherapy and Guided Imagery, the use of meditation and guided imagery (breathing and imagery techniques) individually or in a group to manage stress and minimize pain.
- Music Therapy, incorporating cognitive and behavioral approaches using rhythm, breath work, mantra-yoga meditations and/or personalized lyrics to lessen anxiety, fear, stress, pain and negative thinking.
- Therapeutic Touch, during which the hands of the practitioner are moved gently through the energy field, about 2-3 inches away from the body to re-establish balance and healthy energy flow for healing.
- Pet Partners Program, offering trained and certified volunteers and their dogs who visit patients to enhance well-being and contribute to the healing process.
- Acupuncture, the delicate insertion or manipulation of fine needles at specific points on the body to regulate energy flow to restore balance and stimulate the body's inherent healing
- Auriculotherapy, a method of acupuncture and acupressure where needles or seeds are applied to key points on the ear which mirror key areas or organs of the body to address drug and tobacco addiction, chronic pain, headaches, depression, anxiety and insomnia.
- Reiki, a popular Japanese healing method administered by "laying on hands," to stimulate the body's natural healing capability, reduce stress, and foster physical, emotional and spiritual well-being by directing the flow of energy through the body.
- Healing Drum Circle, meditative drumming to promote healing through an exchange of music, energy and joy.

"Main Street" Corridor Re-dedicated **Following Generous Donations**

The New Milford Hospital Foundation hosted a reception to honor several generous donors for their role in renovating what is known as the Hospital's "Main Street" - the indoor district that comprises a new entrance and lobby, a newly opened Planetree Gift Shop and the corridor that connects the lobby to the cafeteria.

About 100 people attended the June 2010 event, which honored Board member Tom Pilla of New Milford – with Betty Hettinger of Pawling, NY, and The Hettinger Foundation, and Rita and Gus Hauser of New York City and Washington, CT, and The Hauser Foundation.

Additionally, the event paid tribute to a new ceramic tile landscape created especially for the Hospital by artist Elizabeth McDonald of Bridgewater and donated by Elizabeth Richebourg Rea of Washington. The landscape is now displayed in the main entrance corridor.

Mr. Pilla made a significant in-kind donation of his personal time and professional talents, the time and labor of some of his construction crew, and all the equipment and materials to renovate the Hospital's Gift Shop.

The beautiful, newly-opened Planetree Gift Shop – offering merchandise consistent with the philosophy of healing body, mind and spirit – is a loving tribute to the late Steve and Santa Pilla, the parents of Tom, and his sisters Frances, Theresa, Christina and Diane.

Interim President and CEO Richard J. Henley said, "Tom Pilla is dedicated to the community and places a high level of personal involvement in his activities to support New Milford Hospital. When there is a need in New Milford be it neighborhood baseball fields or a culinary garden at the Hospital, Tom 'shows up for work'."

The collective gift of Mrs. Hettinger and the Hausers served to renovate the main entrance, including a more open fover and expanded Ambassador's desk with new tile, painting, carpeting, lighting and a water wall.

Henley said, "We are very grateful for the generous gifts of The Hettinger Foundation and The Hauser Foundation. They have transformed the hospital entrance and 'Main Street' corridor to make the first impression of New Milford Hospital a welcoming one. We are very proud of these improvements to provide a pleasing and nurturing environment for patients and visitors."



THE DEDICATION OF NEW MILFORD HOSPITAL'S "MAIN STREET" CORRIDOR

Tom Pilla and his wife, Debbie, of New Milford (both seated), gathered with their family members in the corridor, which includes a new entrance, lobby and gift shop. Mr. Pilla made an in-kind donation of all materials and labor to renovate the Gift Shop in honor of his late parents, Steve and Santa Pilla.

(From left): Gus and Rita Hauser, Margaret Griner, Betty Hettinger; Interim President and CEO of New Milford Hospital, Richard J. Henley; Jim Preston, Chairman, New Milford Hospital Board of Directors. The Hausers and Mrs. Hettinger made a collective gift that funded the renovation of the Hospital's main entrance and corridor that connects the lobby to the cafeteria.

Vital Statistics

Financial Summary	2010	2009	
Total Gross Patient Revenue	\$240,127,700	\$230,831,708	
Net Operating Revenue	91,920,331	90,260,157	
Total Operating Expenses	91,802,230	95,786,875	
NET Gain/(Loss) from Operations	118,101	-5,526,718	

Operating Summary	2010	2009	
Admissions	2,512	2,774	
Days of Care	9,381	9,874	
Average Length of Stay	3.7	3.6	
Ambulatory Surgery Visits	2,697	2,774	
Behavioral Health Clinic Visits	7,068	7,075	
Laboratory Tests	331,206	340,809	
Nuclear Medicine Exams	551	2,400	
Cardiac Exams	11,413	12,448	
Radiology Exams	27,369	28,742	
Medical Oncology Visits	7,792	7,853	
Radiation Therapy Visits	2,718	2,794	
Births	261	296	
Emergency Room Visits	18,873	19,146	
Operating Room Cases	3,227	3,342	

Community Benefits

In 2010, New Milford Hospital contributed more than \$20 million in in-kind services as part of its overall not-for-profit mission. These community benefits, serving individuals and families, included:

Charity care	\$2,594,793
Government-sponsored healthcare	\$15,135,426
(Medicare/Medicaid shortfall)	
Other public programs	\$3,065,190
(bad debt, etc.)	



Directors, Management & Staff

Boards of Directors

WESTERN CONNECTICUT HEALTHCARE

Alphonse Altorelli, M.D. Neil Culligan, M.D. David Cyganowski Anthea Disney

Spencer Houldin Richard Jabara Jay Lent John M. Murphy, M.D. James Kennedy John Kline David Kramer, M.D. Iohn Martocci

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NEW MILFORD HOSPITAL

Charles Barlow Martin Begun Roberta Buddle Pamela Cantor, M.D. Lynette Cornell Anthea Disney **Kevin Dumas** Patty Dyer Robert Fitton, M.D. Holly Flor **Barry Ginsburg** Gary Goldring

Evan Hack, M.D. Kenneth Hecken Richard J. Henley (ex officio) Theodore Hollander Spencer Houldin Harold Kamm, M.D. Bryan Kiefer Jay Lent Robert Lenz **Jackie Markham-Priaulx** Adriana Mnuchin Peter P. Mullen Carol Nelson Stella Newman

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NEW MILFORD HOSPITAL FOUNDATION

Tom Rosenwald, Chairman Holly Flor, Vice Chairman Mary Schinke, Esq., Secretary/Treasurer **Margaret Griner** Carol Papov, M.D.

Medical Staff

This list includes all physicians with active, senior and consulting privileges held between October 1, 2009 and September 30, 2010, and those appointed between October 1, 2010 and December 31, 2010.

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Henry Allen, M.D., President Evan Hack, M.D., President Elect John Mullen, M.D., Secretary-Treasurer Joan Puglia, M.D., Immediate Past President

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David Kloth, M.D. David Levi, M.D.

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Oral & Maxillofacial Surgery Dennie Malone, D.M.D.,

Chair Anthony Camillo, D.M.D. Joseph Howard, D.D.S., M.D. Marshall Kurtz, D.M.D. Louis Theodos, D.M.D.

Orthodontics

Emily O'Keiff, D.D.S., MS Allan Phillips, D.D.S. Byron Round, D.D.S. Richard Stracks, D.D.S.

Pediatric Dentistry

Jenny Federman, D.M.D.

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Craig Mittleman, M.D. John Scarfo, M.D.

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Pamela Kwittken, M.D.

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Gastroenterology

Alan Braverman, M.D. Magdi Khalil, M.D.

Hematology/Oncology

Anne Chiang, M.D., Ph.D., Director Debra Brandt, D.O. Ivan Lowenthal, M.D. Michael Magnifico, M.D.

Hospitalist Service

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Infectious Diseases

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