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### Senior Leadership

**Interim President/CEO**  
Arthur J. DeBlois, III

**Senior Vice President Financial Services**  
Michael J. Ryan

**Senior Vice President Operations**  
Shelley MacDonald, R.N.

**Senior Vice President Business Development, Administration and Practice Operations**  
Thomas J. Gough

**Vice President Environmental and Support Services**  
Thomas L. Ross

**Vice President Human Resources**  
Lisa D. Pratt

**Vice President Information Services**  
Robert Ackerman

**Vice President Professional Practice**  
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### Board of Trustees

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Augusto “Cookie” Rojas, Jr.  
Irene Schmitt  
Gregory Scown  
Karl F. Sherry

**Members (cont.)**  
Donald E. Batty  
Allan R. Bellows  
Arthur J. DeBlois Jr.  
Francis R. Dietz  
A. Austin Ferland  
Raymond A. Ferland, Ph.D.  
Roland O. Ferland  
Paul K. Keating  
Richard Misch  
Kenneth W. Washburn  
Raymond Wynne, Sr

**Honorary Trustees**  
Donald E. Batty †  
Allan R. Bellows  
Arthur J. DeBlois Jr.  
Francis R. Dietz  
A. Austin Ferland  
Raymond A. Ferland, Ph.D.  
Roland O. Ferland  
Paul K. Keating  
Richard Misch  
Kenneth W. Washburn  
Raymond Wynne, Sr

† Deceased

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**Pictured right:** Bristol County Savings Charitable Foundation presents Memorial with a $25,000 donation to support the Digital mammography suite
Chairman Robert Andrade

This past year has been both a challenging and rewarding year for our hospital. Healthcare as you and I know is rapidly changing. In spite of the challenges that we are facing, we have the reward of serving our community with continued excellence.

Currently, healthcare is a volume-based business model - physicians and hospitals offer a service and are paid a fee to provide that service. During this decade we have witnessed, and will continue to witness, a change in hospitals, health systems and other affiliated organizations. Memorial, and other health care providers, will be responsible for providing services on a value-based business model - this equates to our providing services with the best possible quality and outcomes, at the lowest possible cost.

With these changes in mind, the Board of Trustees realized that our independent hospital would need to partner with others to succeed in this new, challenging environment. Thus, we began the most important activity: exploring and selecting the best partnership and cultural environment for our institution, our employees and our community.

After approximately one year of meetings, careful review, analysis and due diligence, the Board, together with representatives from administration, the medical staff and a consulting firm with credentialed industry expertise, we were very pleased and proud to announce the selection of the Care New England system as our preferred partner. I commit to you that Memorial Hospital’s mission, vision, and values of patient care, teaching and research will remain strong and will be further enhanced by Memorial joining the successful, well respected Care New England system.

Interim President/CEO Arthur J. DeBlois, III

The Memorial Hospital Board of Trustees initiated one of the most important decisions in the hospital’s history in 2012. In the deed of the original gift of Frank Sayles, there are two principles by which the hospital has been guided. The first is a commitment to serve all members of the community, regardless of one’s ability to pay. The second is to be an instrument of public good. Those values have not and will not change. However the methods and organizational structures we use to achieve our mission must adapt and change.

Since making the formal decision in June to affiliate with Care New England, Memorial has been undergoing a series of steps to successfully implement this momentous decision. The first step was drafting a Letter of Intent. The Letter of Intent was formally executed by Memorial and Care New England on September 6, 2012. The next major step was actually a combination of several activities. First, both institutions assembled a team of key leaders to work in functional groups. The purpose of these groups is to define areas for growth, integration, improvement in clinical and support services and opportunities for efficiency. At the same time, each institution conducted due diligence reviews to ensure that there were no areas of concern for either Memorial or Care New England. Finally, we also worked to prepare a definitive Affiliation Agreement, as well as, the completion of federal and state regulator applications for approval of the transaction. This means that the affiliation between Memorial and Care New England should be complete between mid-April and June, 2013. As a member of the Care New England System, Memorial will remain its own distinct legal entity, although all four hospitals in the system will have the same Board of Trustees.

I believe the future of Memorial Hospital continues to be very bright. Memorial has an exceptional clinical program, a top quality medical staff, dedicated and patient-centered employees and good facilities. I would like to thank our medical and administrative staff, and every one of our employees who have worked exceptionally hard over these last several months toward reaching our goal of becoming part of the Care New England system.
Medical Staff President Vera A. De Palo, M.D.

Healthcare is changing; it has been changing and will change so much more in the years to come. It has been said that change brings opportunity. Memorial Hospital has always maintained a mission of outstanding patient care, innovative medical research and dedication to teaching the next generation of physicians. There are so many great physician leaders at Memorial Hospital providing direction to the sub-specialties of Medicine and Surgery, leading in clinical care, education, quality and research.

In the August 2012 issue of Consumer Reports, Memorial was cited as one of the leaders in clinical care in our area, with scores that were higher than some of the nation’s most well-known healthcare institutions.

Several members of the physician staff provide care to those less fortunate, through their volunteer work at Clinica Esperanza, the Taming Asthma Clinic, and the Rhode Island Free Clinic. Memorial’s charitable service reach extends beyond the borders of the United States. Physicians have established a clinic in rural Honduras, developed a program in the Dominican Republic that provides medical care and trains physicians, as well as, providing service to patients and education to providers in Kenya, Africa. Memorial remains true to her mission of excellence in clinical care and service to others.

Primary Care and Prevention continues to flourish, advancing knowledge in medicine. Significant research has been done in the areas of smoking cessation, pulmonary function, prevention of ICU related infections, and understanding the mechanisms of sepsis. Patients have the benefit of cutting edge cancer trials. Memorial remains true to her mission of innovative medical research. Memorial’s physicians continue to be teachers of the next generation of providers, innovating in the ways to teach newer models of care delivery.

So whether it is on her campus, in the cities of Pawtucket, Central Falls, or Providence or beyond America’s borders, Memorial has remained true to her mission of excellence in clinical care, research and teaching.

Treasurer William Kapos

Memorial faced a very difficult financial situation in 2012. We have faced significant reduction in Medicaid and Rite Care reimbursements, and are experiencing our second year of restrictions on commercial reimbursements. In addition, the percentage of uninsured patients seeking our services increased by 10% in 2012.

The hospital has controlled costs, which increased only 1.5%. The hospital implemented a “hard freeze” on the defined benefit pension for non-union employees in 2012 and is currently in negotiation with the union to freeze the remaining part of the plan. The hospital made several significant investments in our infrastructure in 2012. We have invested $811,000 in the Clinical Computerization project during FY 2012 to implement electronic medical records in the hospital. The hospital also invested $10,000 in a new Digital Mammography Center, which opened in September.

The healthcare system in the country is undergoing significant changes, and the outcome of the changes can only be speculated upon at this point. However, it is clear that the changes are resulting in the growth of healthcare systems. The movement toward Accountable Care Organizations means that healthcare providers need to belong to systems large enough to accept financial risk for a population over a wide geographic area. As mentioned, these factors have led us to the decision to join the Care New England healthcare system. Memorial will bring our strong leadership in primary care, medical education and our strategic location in the northern part of the state to the partnership. These strengths fit well with Care New England’s strengths, and will result in the second strongest healthcare system in the state. The partnership will insure that the services Memorial provides to the Blackstone Valley will continue and strengthen into the future.
Members of the Corporation

The founders of Memorial Hospital made up the original membership of the hospital corporation. The current membership is representative of the community the hospital serves - the citizenry of Rhode Island. Some of the members are descendants of the original corporators and have been chosen because they have demonstrated an interest in the hospital. Others have been chosen in the hope that they will become interested in and informed about the work of the hospital.

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Mrs. Eleanor Barlow*
Mr. John Barry III
Ms. Kamil Barzykowski
Mr. Donald E. Batty†
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Mr. and Mrs. Eleftherios Baziotis*
Mrs. Ursula Beauregard*
Drs. Michael Belanger and Christine Emmick
Mr. Allan R. Bellows
Mr. and Mrs. Bradford R. Bellows
Mr. and Mrs. Norman Beretta*
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Dr. and Mrs. Davies W. Bisset Jr.*
Mr. and Mrs. Rolland H. Blanchette*
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Mr. Ralph Branca
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Mr. and Mrs. James Briden, Esq.
Mr. and Mrs. Stephen Broomfield
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Mr. and Mrs. Michael Cassidy
Mr. and Mrs. Allen Chatterton III
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Mr. and Mrs. C. Hamilton Davison Jr.
Dr. Vera A. De Palo
Mr. Arthur J. DeBlois Jr.
Mr. and Mrs. Arthur J. DeBlois III
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Mr. Francis R. Dietz
Mr. and Mrs. Francis A. Doheny
Ms. Rita Donaldson*
Mr. and Mrs. James Doyle*
Sen. and Mrs. James E. Doyle II
Dr. and Mrs. Viren D’Sa
Mr. Keith Fayan Esq.
Mr. and Mrs. A. Austin Ferland
Dr. & Mrs. Raymond A. Ferland
Mr. and Mrs. Roland O. Ferland*
Mrs. Joan Fien*
Mr. and Mrs. John Finan
Ms. Pamela J. Finegan
Mrs. Dorothy Francis*
Mr. and Mrs. J. David Francis
Mr. and Mrs. Gary E. Furtado
Judge and Mrs. Ronald R. Gagnon*
Mrs. Elizabeth Girard
Hon. & Mrs. Donald R. Grebien
Mr. and Mrs. George Greenhalgh II*
Mr. and Mrs. Benjamin J.
Members of the Corporation

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Mrs. Barbara Harty
Mr. and Mrs. Thomas G. Hetherington
Mr. Seth Hobson
Miss Ann L. Hogan
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Mr. George P. Hovarth
Mr. Robert K. Howe*
Mr. and Mrs. Robert Howe
Mr. and Mrs. James R. Hoyt Jr.
Dr. and Mrs. Vincent R. Hunt*
Mr. and Mrs. William J. Hunt
Mrs. Gladys D. Jaworski
Dr. Rudolph A. Jaworski †
Mr. Dolph Johnson
Mrs. Catherine Kando*
Mr. and Mrs. William M. Kapos
Dr. Nikhil Karanth
Dr. and Mrs. Donald G. Kaufman
Mr. and Mrs. Paul Keating
Mr. and Mrs. E. Dennis Kelly Jr.
Mrs. Miriam Kenney*
Dr. and Mrs. Noubar Kessianian
Dr. Louise Kiessling and Charles Fair*
Mrs. Kristine Kilmartin
Mr. and Mrs. Paul King
Dr. Michael E. Klufas
Mr. and Mrs. Joseph A. Kumiega
Mr. and Mrs. Donald Langford*
Mr. Thomas Lazieh
Mr. Ronald LeClair
Mr. Richard Leclerc
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Mrs. Irene Lynch*
Dr. and Mrs. Melvin Mancini
Mr. and Mrs. Thomas Mann Jr.
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Dr. and Mrs. John F. Maynard*
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Dr. F. Dennis McCool
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Mrs. Madeline Mondor
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Mr. and Mrs. Paul C. Nicholson*
Mrs. Eleanor W. Ogden*
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Mrs. Enid Pappas*
Mr. Michael Pappas †
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Dr. and Mrs. Frederick T. Perry
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Mr. Dennis E. Stark*
Mr. and Mrs. Stewart Steffey
Mr. and Mrs. Daniel Sullivan
Mr. and Mrs. Michael A. Tamburro
Drs. Anthony and Valerie Thomas
Mr. and Mrs. Frank J. Toole Jr.*
Ms. Nancy Vezza, Esq.
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Mr. Thomas J. Westgate

Mr. and Mrs. William F. White, Esq.
Mr. William R. Whiteley*
Ms. Susan A. Whitney
Mr. Jonathan Widmark
Dr. John E. Worsley*
Mr. and Mrs. Raymond E. Wynne Jr.
Mr. and Mrs. Raymond E. Wynne Sr.
Mr. Wesley W. Yando Jr.*
Mr. and Mrs. Joseph Zito*
* Emeriti
† Deceased
**Financial Summary and Statistics**

### Summary of Financial Report

<table>
<thead>
<tr>
<th>Description</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Revenue from patient services</td>
<td>$175,202,190</td>
<td>$175,759,611</td>
</tr>
<tr>
<td>Less: Free care and allowances for bad debt</td>
<td>(26,671,175)</td>
<td>(23,241,348)</td>
</tr>
<tr>
<td>Add: Other operating income</td>
<td>8,171,810</td>
<td>8,952,687</td>
</tr>
<tr>
<td>Total net revenue</td>
<td>156,702,825</td>
<td>161,470,950</td>
</tr>
<tr>
<td>Less: Operating expenses</td>
<td>(171,979,739)</td>
<td>(170,030,227)</td>
</tr>
<tr>
<td>Net loss from operation</td>
<td>(15,276,914)</td>
<td>(8,559,277)</td>
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</tbody>
</table>

### Hospital Service Statistics

<table>
<thead>
<tr>
<th>Description</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hospital Beds</td>
<td>294</td>
<td>294</td>
</tr>
<tr>
<td>Discharges</td>
<td>6,202</td>
<td>6,839</td>
</tr>
<tr>
<td>Total Patient Days</td>
<td>28,821</td>
<td>30,098</td>
</tr>
<tr>
<td>Average Daily Census</td>
<td>79</td>
<td>82</td>
</tr>
<tr>
<td>Overall % Occupancy</td>
<td>27%</td>
<td>28%</td>
</tr>
<tr>
<td>Number of Births</td>
<td>435</td>
<td>463</td>
</tr>
<tr>
<td>Home Care Visits</td>
<td>56,996</td>
<td>59,510</td>
</tr>
<tr>
<td>OR Procedures (Inpatient)</td>
<td>1,234</td>
<td>1,337</td>
</tr>
<tr>
<td>OR Procedures (Outpatient)</td>
<td>5,108</td>
<td>5,553</td>
</tr>
<tr>
<td>Emergency Department Visits</td>
<td>33,008</td>
<td>32,195</td>
</tr>
<tr>
<td>Ave. Length of Hospital Stay (Days)</td>
<td>4.6</td>
<td>4.7</td>
</tr>
<tr>
<td>Laboratory Tests</td>
<td>1,003,203</td>
<td>1,150,982</td>
</tr>
<tr>
<td>Diagnostic Imaging Procedures</td>
<td>35,066</td>
<td>37,534</td>
</tr>
<tr>
<td>Ultrasound</td>
<td>8,198</td>
<td>8,525</td>
</tr>
<tr>
<td>Nuclear Medicine</td>
<td>360</td>
<td>414</td>
</tr>
<tr>
<td>MRI</td>
<td>2,532</td>
<td>3,166</td>
</tr>
<tr>
<td>CT Scan</td>
<td>11,262</td>
<td>12,226</td>
</tr>
<tr>
<td>Physical Medicine</td>
<td>118,920</td>
<td>115,646</td>
</tr>
<tr>
<td>Speech</td>
<td>10,713</td>
<td>10,773</td>
</tr>
<tr>
<td>Clinic Visits</td>
<td>55,033</td>
<td>52,074</td>
</tr>
<tr>
<td>EKG</td>
<td>19,092</td>
<td>18,344</td>
</tr>
</tbody>
</table>
Medical Staff

2012 OFFICERS
President
Vera De Palo, M.D.
Vice President
Christine Emmick, M.D.
Secretary
Susanna Magee, M.D.
Treasurer
Thomas F. Della Torre, M.D.

EXECUTIVE COMMITTEE OF THE STAFF
Chairman
John Ladetto, M.D.

Peter Baziotis, M.D.
Jeffrey Borkan, M.D., Ph.D.
Vera De Palo, M.D.
Joseph A. Diaz, M.D.
Christine M. Emmick, M.D.
Peter S. Gill, M.D.
John Miskovsky, M.D.
Keith Monchik, M.D.
Arthur J. DeBlois, ex-officio

DEPARTMENT OF ANESTHESIOLOGY
Anesthesiologist-in-Chief
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Rafael E. Padilla, M.D.*
Frederick T. Perry, M.D.*
Chafic Raad, M.D.
Edgardo Rodriguez, M.D.*
Lyudmil Todorov, M.D.*
Susan Walker, M.D.*

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Bradley A. Shapiro, M.D.*

Director of Radiation Oncology
Gabriela D. Masko, M.D.* Cr

Mohammad T. Alobaidi, M.D.* Cr
Salman Bashir, M.D.*
Elizabeth Brice, M.D.*
Daniel T. Chang, M.D.* Cr
Joan De Santis, M.D.*
Paul D. Guisler, M.D.* Cr
Jimmy Huang, M.D.* Cr
Michael E. Jay, M.D.*
Larry K. Jordan, M.D.* Cr
Donald Joyce, M.D.* Cr

Steven C. Lane, M.D.*
David E. Lee, M.D.*
Robert B. Luftin, M.D.* Cr

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Physician-in-Chief
Jeffrey M. Borkan, M.D.*, Ph.D.

Director of Family Medicine
Residency Program
Melissa Nothnagle, M.D.*

Emily Ackerman, M.D.* Cr
Gowri Anandarajah, M.D.*
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Timothy Cavanaugh, M.D.*
Rabin F. Chandran, M.D.*
Wendy B. Cohen, M.D.*
Catherine DeGood, M.D.*
Sara Delaporta, M.D.* Cr
Lisa R. Denny, M.D.*
Lucia Dias-Hoff, M.D.*
Kristina Duarte, M.D.*
Charles B. Eaton, M.D.*

DEPARTMENT OF EMERGENCY MEDICINE
Acting Chief
Brian D. Wiley, D.O.*

Julie Alpin, D.O.
Amir Bernaba, M.D.*
Robert G. Dinwoodie, D.O.*
Laura Forman, M.D.*
Kristen L. Gregg, M.D.*
Andrew Griscom, M.D.*
Richard Hausman, D.O.*
Nadine T. Himelfarb, M.D.
Katherine Kimbrell, M.D.
Karl Machata, M.D.*
David McCann, M.D.*
Megan McNamara, M.D.*
Mark Muettterties, M.D. *
John Riedel, M.D.*
Marcia B. Robitaille, M.D.*
Ricardo L. Sanchez, M.D.*
Michael S. Siclari, M.D.*
Katherine G. Stedman, M.D.*
Alexandra N. Thran, M.D.*
Brian Tsang, M.D.*
James M. Wallace, M.D.
Peter Willis, M.D.*

DEPARTMENT OF EMERGENCY MEDICINE
Acting Chief
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Julie Alpin, D.O.
Amir Bernaba, M.D.*
Robert G. Dinwoodie, D.O.*
Laura Forman, M.D.*
Kristen L. Gregg, M.D.*
Andrew Griscom, M.D.*
Richard Hausman, D.O.*
Nadine T. Himelfarb, M.D.
Katherine Kimbrell, M.D.
Karl Machata, M.D.*
David McCann, M.D.*
Megan McNamara, M.D.*
Mark Muettterties, M.D. *
John Riedel, M.D.*
Marcia B. Robitaille, M.D.*
Ricardo L. Sanchez, M.D.*
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Katherine G. Stedman, M.D.*
Alexandra N. Thran, M.D.*
Brian Tsang, M.D.*
James M. Wallace, M.D.
Peter Willis, M.D.*

David S. Egilman, M.D.* Cr
Fadya El Rayess, M.D.*
Liza Famador, M.D.*
Ulana Farmer, M.D.* Cr
Sarah Fessler, M.D.*
Arthur A. Frazzano, M.D.*
Manoj K. Garg, D.O.*
Elizabeth A. Gebhard, D.O.*
Paul George, M.D.*
Esgar E. Guarin-Nieto, M.D.*
Joshua D. Gutman, M.D.*
Thomas Guttmacher, M.D.*
Medical Staff (cont.)

Barrie L. Weisman, M.D.*
Jordan C. White, M.D.*
Anna Zaletayeva, M.D.*
Kimberly Zeller, M.D.*

GERIATRICS
Kimberly A. Dodd, M.D.*

GLOBAL HEALTH FELLOW
Anna B. Filip, M.D.

MATERNAL CHILD HEALTH
Jennifer Buckley, M.D.
Aaron Davis A., D.O.
Esger E. Guarin-Nieto, M.D.*
Katherine D. McCleary, M.D.*
Inna Ryvkin, M.D.*
Heidi Schneider, M.D.*

MEDICAL REHABILITATION
Chief of Rehabilitative
and Restorative Care
Keith Rafal, M.D.*
From February - present
Bruce A. Lazarus, M.D.*
From January - February
Shakuntala L. Prasad, M.D.*

DEPARTMENT OF MEDICINE
Interim Physician-in-Chief
Joseph A. Diaz, M.D.*
From September - present

Physician-in-Chief
Andrew W. Artenstein, M.D.*
From January - August

Associate Chief of Medicine
Vera Ann De Palo, M.D.*

Director of Internal Medicine
Residency Program and Director of
Inpatient Internal Medicine
Eleanor M. Summerhill, M.D.*
Director of Outpatient Internal
Medicine
Joseph A. Diaz, M.D.*
Notre Dame Ambulatory Center
Director
David A. Sam, M.D.*
Dawn B. Hogan, M.D.*
Carla Martin, M.D.*

INTERNAL MEDICINE
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Gilbert J. Altony, M.D.*
Kim S. Amin, M.D.*
Jeffrey F. Baron, M.D.*
Stephen R. Beaupre, M.D.*
Robert S. Burroughs, M.D.*
Jennifer Clarke, M.D.*
Joyce Coppola, M.D.*
Sonia L. Cuellar-Mejia, M.D.*
Anne Cushing-Brescia, M.D.*
Mariel V. Del Rio-Cadorette,
M.D.*
Richard M. Del Sesto, M.D.*
Salaheldin M. Elhamamsy, M.D.
Amber Gul, M.D.*
Levis Guzman, M.D.
Sadia Iftikhar, M.D.*
Ahmad Ismail, M.D.*
Michael E. Klufas, M.D.*

Usha Kumar, M.D.*
Fadi Mansourati, M.D.*
Lynn McNicoll, M.D.*
Carla Martin, M.D.*
Edward W. Martin, M.D.*
John P. Miskovsky, M.D.*
Hector Oshiro, M.D.*
Joseph Rabatin, M.D.*
Fredy P. Roland, M.D.*
Sajid Y. Saraf, M.D.*
H. Denman Scott, M.D.*
Kurush Setna, M.D.*
Iris L. Tong, M.D.*
Richard Van Nieuwenhuize, M.D.*
Jaivering Wen, M.D.*
Scott Wilson, M.D.*
Najam A. Zaidi, M.D.*

ACUPUNCTURE
Robert C. Heffron, M.D.*
# Medical Staff (cont.)

## CARDIOVASCULAR MEDICINE
- Wael Al-Husami, M.D.*
- Karen E. Aspry, M.D.*
- Ryan Broderick, M.D.
- Douglas M. Burtt, M.D.*
- Anthony Cannistra, M.D.*
- Lauralyn Cannistra, M.D.*
- Thomas F. Crain, M.D.*
- Mark A. Creager, M.D.*
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