More than medicine.
Four years ago we articulated a vision of world-class healthcare, delivered close to home. It was a vision of unsurpassed, personalized clinical treatment, offered with a patient experience second to none. A vision of innovative care, tailored to our communities’ unique combination of needs.

I can proudly say that we have made that vision a reality. And we have built a foundation of success for the work that remains to be done.

Our strategic investments — supported by the generosity of our community — have transformed Southcoast into a healthcare system that rivals — even exceeds — the best that any medical center in the nation can offer.

We have recruited the finest medical talent from around the country to work in state-of-the-art facilities with the latest technology.

In November, we broke ground on the Harold and Virginia Lash Heart and Vascular Center at Charlton Memorial Hospital. The new facility will house our expanded cardiovascular services, including a state-of-the-art hybrid operating room. There, a multidisciplinary team of doctors will work with advanced imaging equipment to perform sophisticated, minimally-invasive cardiac surgery.

In 2014, we also unveiled a state-of-the-art maternity unit at St. Luke’s Hospital — part of a $13.5 million renovation of the hospital’s Family Centered Unit, which recognizes that a baby is born to an entire family, not just the mother and father.

We opened a new Urgent Care Center in Wareham. It joined the Fairhaven Urgent Care Center in offering convenient, affordable care when patients need it most — providing direct access, if necessary, to Southcoast’s specialty and surgical services.

In 2014, Southcoast Health received numerous commendations from Healthgrades, including being named among the Top 5% in the Nation for Patient Safety, and the Joint Commission named us a 2013 Top Performer on Key Quality Measures®. We are the only healthcare system in our region to earn this distinction.

In 2014, we provided our patients with online access to their medical information through MyChart, Epic’s patient portal. Any patient with a Southcoast physician can now refill prescriptions, communicate with their provider’s office and download health forms without calling or visiting an office. By the end of 2015, Epic will be implemented throughout the entire system.

While our principal focus has been on physical health and well being, behavioral health issues have reached crisis proportions in our region. Yet there is a critical

A message from Keith
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shortage of high-quality care for patients, especially on the inpatient side. Southcoast is joining with Acadia Healthcare, a leader in mental and behavioral health, to operate a 120-bed inpatient behavioral health hospital on Faunce Corner Road in Dartmouth. The center should be completed in the fall of 2015.

We have positioned Southcoast for a strong future. But progress comes at a cost. In the last year, we invested $50 million on the start of our Epic electronic health record system implementation, and we made a significant investment in the recruitment of new physicians. These investments were critical, but they will take time to show returns.

The work of building a community healthcare system, responsive to the community’s needs, is never finished. And because we are a community system, we will be looking to all of you to help us continue to advance.

Southcoast Health Trustees have approved a $25 million fundraising campaign that will focus on our pillars of success: innovation in practice, collaboration with partners and community-focused approaches. Jack Dresser, our Chief Philanthropy Officer, will explain more about the campaign later in this report.

We live in a pretty special place — one that is sometimes called the hidden jewel of Massachusetts — but sometimes we take its many blessings for granted. The social and economic challenges faced by our cities are sometimes more apparent than the physical beauty of our shorelines. Yet physicians who relocate here from other parts of the country celebrate their good fortune. They are able to practice medicine at the very highest standards of their field, while living in charming communities, with their children attending good schools, and enjoying a rich variety of cultural and outdoor pursuits.

You, too, should celebrate the South Coast that you have built. And you should take great satisfaction in knowing that among the institutions you have established and supported is a world-class community health system.

I urge you — do not allow Southcoast Health to be a hidden jewel. Get the word out about our physicians, our facilities and our state-of-the-art treatments. Speak proudly of the system you have helped create, and which you sustain with your treasure and your time.

You have helped build something extraordinary. Now it is time we brag about it.

Keith A. Hovan
President & CEO
Southcoast Health System and Southcoast Hospitals Group
Maureen Sylvia Armstrong, president and CEO of the Sylvia Group and a Southcoast Health trustee, has been defying the odds since she was a toddler.
Doctors feared she would never walk when she was born without hip sockets, but Armstrong grew up taking dance lessons, climbing trees and playing hard. A growth spurt in middle school revealed that her right leg was shorter than the left. Too busy for corrective surgery, however, Armstrong went on to become a cheerleader and basketball player at Bishop Stang High School.

Armstrong graduated from Boston College, married classmate Ray Armstrong, had two sons, assumed leadership of the family business and led numerous community initiatives — never allowing hip pain to stop her, even though doctors said she would need a hip replacement by age 28.

It wasn’t until after a New Year’s ski trip in 2013, when her hip popped out on the first run, that surgery could no longer be avoided. Doctors in Boston diagnosed a torn labrum, the soft tissue at the hip joint, but Dr. Michael Langworthy, Southcoast’s Chief of Orthopedic Surgery & Sports Medicine, suspected bone damage and recommended hip replacement. She scheduled surgery in December 2013 after her company’s holiday party. “I had to dance,” she said.

Armstrong was walking unaided again within three weeks, a quick recovery time that Dr. Langworthy credits to the practiced efficiency of his surgical team. They perform complex surgeries in under an hour, reducing blood loss and risk of infection.

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“Patients recover in private rooms attended by nurses specializing in orthopedic care. Nearly 40 physicians, surgeons, nurses and other clinical staff at St. Luke’s sub-specialize in hip or knee replacement and Southcoast was the first in the country to offer partial knee replacement using the Blue Belt Navio robot, he said.

Armstrong’s new hip has passed significant tests, including the large Thanksgiving and Christmas Eve dinners she hosts. “In the past, by the time it came to clean up, I’d be hanging on to the counter with pain,” she said. She hasn’t climbed a tree yet, but she has been tempted.

Dr. Langworthy expects that more and more people will recognize the care that is available in their own community. But for Armstrong, the decision was clear.

“You can be operated on by a rock star surgeon, right here at St. Luke’s,” Armstrong said.
Now a cheerful and healthy three-year-old, Jack developed chronic breathing problems when he was 18 months old.

After one particularly scary episode, the pediatrics team at St. Luke’s ordered an MRI, which revealed Jack’s problem — Chiari malformation, a defect at the base of the skull where the brain meets the spine. The defect not only impinged on the nerve that controls breathing, it caused his brain fluid to drain into his spine. Without that liquid cushion for his brain, Jack would not survive a fall. And without surgery, he would not live another six months, doctors said.

The malformation was corrected during a six-hour operation at Boston Children’s Hospital, and today, “You’d never know he had a problem,” Jill Fearons said. She credits the team led by Dr. Brian Sard, Medical Director of Pediatric Services at Southcoast Health, with saving her son’s life. “It is because of him that Jack is alive today.”

Dr. Sard said the collaboration between Boston Children’s Hospital and St. Luke’s should give parents in the region great confidence. Eight Children’s pediatricians staff St. Luke’s newly renovated pediatric inpatient and emergency units and work with local physicians in pediatrics, family medicine and emergency medicine. When additional expertise is needed, such as pediatric neurology, specialists at Children’s can examine a child via a robot nicknamed Rosie, he said.

“Keeping care in the community, that’s what we’re all about,” he said. “But we do not hesitate to send children out if they need more intensive care.”

The Fearons are thrilled with the care they have received for all their children. In addition to Jack, there are: Patrick, 15; Seamus, 14; Maggie, 6 and Molly, 1. With a sixth child on the way, they will most likely find new reasons to seek care at St. Luke’s.

They recently invited 70 people to their Mattapoisett home to introduce Dr. Sard and other Southcoast staff to the community, and the couple was so grateful they matched all donations made that night.

“We want to let our community know — especially people with kids — about the program that Dr. Sard started,” George said. “It is a huge benefit to have this in our community. I want people to spread the word and support it.”
“Keeping care in the community, that’s what we’re all about. But we do not hesitate to send children out if they need more intensive care.”

Brian Sard, MD
Medical Director of Pediatric Services
The things you can’t see.

Heike Milhench and her three siblings were all born at St. Luke’s Hospital. So when she gave birth to her son and daughter, she followed her mother’s lead.
Milhench, president of Milhench Supply, briefly considered going to a larger hospital for her pregnancies, which were both considered high risk because she was over 40 years old. St. Luke’s allowed her to remain close to her Marion home, however, and in the care of her trusted obstetrician.

“I know I would not have received better care anywhere else,” she said.

Milhench delivered both babies through Caesarian section, staying four-days when Henrik arrived in October 2011 and stayed three days with Else in November 2013.

“Everyone was extremely friendly, helpful and professional,” she said. “They were easy to talk to and made it easy for me to ask questions.”

She was especially grateful for the instructions on changing and swaddling her infant, offered by experienced maternity nurses. “It was all very maternal,” she said. “They cared about me and my baby.”

Dr. Patrick Nugent, Chief of Obstetrics and Gynecology at Southcoast, said giving birth can be overwhelming for any mother. “You’re going home with this little being that doesn’t come with a lot of instructions.”

So he and his staff want to help mothers and families feel confident and empowered as they welcome their newest member. “It’s all about patient-driven care,” he said. “We want to treat them like our own family members.”

He is proud of the $13.5 million renovation that the Family Centered Unit at St. Luke’s is undergoing. Already, there are 16 new private, spacious postpartum rooms and a Level II Nursery. New delivery rooms, operating rooms and birthing rooms are coming by June.

But as the region’s only provider of maternity services, Southcoast offers more than the finest medical care. Fathers receive meals in the room along with the mother. Special requests for care are honored as much as possible. And each day, the attending nurse makes what Dr. Nugent calls the “happy rounds,” meeting with each family. Concerns are addressed immediately.

Milhench Supply, a third-generation family firm, is a longtime supporter of Southcoast Health. And as a new mother, Milhench herself appreciated Dr. Nugent’s approach to care.

“More than medicine is a catchy phrase, but we mean it,” he said. “It’s about the things you can’t see.”
He and his wife, Helga, know he was fortunate to survive ventricle fibrillation and they credit Charlton Memorial Hospital with his strong recovery.

Fast forward seven years, and the Nichols found new reasons to be grateful to Charlton Memorial, whose team of top cardiologists and cardiac surgeons has grown dramatically in depth and breadth.

At the time of his cardiac arrest, Nichols received an implantable cardiac defibrillator, which administers a shock should the heart “start misbehaving again,” said cardiologist and electrophysiologist Dr. Nitesh Sood, who was selected “Star Fellow” “Fellow Elite in Training” 2012 by the American College of Cardiology, as well as “Young Investigator of the year” 2012.

Last year a remote monitor at Southcoast picked up a problem with the defibrillator. The insulation on the wire was wearing thin and Nichols was at risk for sudden death.

Because removing the first wire had an extremely high procedural risk, Dr. Sood said he had to find a new channel in the vein that carried the wire, expand the channel, in a procedure known as venoplasty, and send a second wire to the heart. Venoplasty is a procedure typically done by cardiologists only at the most advanced and tertiary care academic centers.

“When I first got here two years ago, we couldn’t have done what we did for Wally,” said Dr. Sood. “Southcoast has invested the big upfront costs to give us the tools and techniques we need to perform some of the most advanced procedures.”

Additional investments are underway with the Harold and Virginia Lash Heart and Vascular Center, which when completed will house a state-of-the-art hybrid operating room and make Charlton Memorial a leader in minimally invasive cardiac procedures.

The Nichols also appreciated the personal attention they received at Charlton Memorial, where everyone from the person who emptied the trash to the nurses and doctors seemed happy on the job. “It is very reassuring to a patient to hear that instead of grumbling,” said Helga, herself a former nurse.

Longtime donors to Southcoast, the Nichols hosted a party at their Westport home last summer to introduce friends and neighbors to Dr. Sood and other staff.

“They saved my life,” said Wally, a retired banker who last worked at J P Morgan in New York. “We wanted people to know that they don’t have to travel for top-notch care — the best is right here.”
“Southcoast has invested the big upfront costs to give us the tools and techniques we need to perform some of the most advanced procedures.”

Nitesh Sood, MD
Cardiology
A message from Jack Dresser

In the little more than 15 months since I joined Southcoast Health, I’ve been impressed by many things: the loyalty and genuine caring of employees at all levels of the organization; the dedication to providing each patient with the highest level of technical expertise balanced with a deeply personal touch; and the innovative services that are available in our “community” hospital setting.

Clearly, the word “community” refers to Southcoast’s community-focused approach to delivering care, not the out-dated notion of a community hospital that delivers the most basic services to its constituents.

Southcoast exists for our communities and its growth is determined by the needs of our communities. It also exists thanks to support from the community. We appreciate all you have done and will do to ensure that Southcoast Health remains the region’s premier health provider.

You have just read accounts of just a few of our patients who have received extraordinary care here. You will see their names again on our donor lists, because they believe in supporting their community health system — the system where they and their families can receive some of the most advanced and innovative care available.

Yet, there is always more to do — and the need for funds to do it.

In 2015, we are embarking on an ambitious $25 million, five-year campaign to build and improve our facilities. The campaign will fund:

- The renovation of the Women and Children’s Care Center at St. Luke’s.
- The construction of a heart and vascular center at Charlton Memorial.
- The renovation and expansion of the Tobey Hospital Emergency Department.

As part of the campaign, we will also endeavor to increase Annual Fund participation from $500,000 to $1 million annually over the next five years.

Why is the Annual Fund so important? It is the collection of gifts of all sizes from more than 1,000 donors that provides us with the flexibility to respond to the most pressing needs of our patients. As a not-for profit organization, Southcoast's
Annual Fund ensures that programs such as smoking cessation and diabetes education are available to all our communities, and that everyone receives treatment, regardless of their ability to pay. While the campaign is still in its preliminary phase, its importance has clearly resonated with some leading donors. The Harold and Virginia Lash Trust has already made a landmark gift to support the new heart and vascular center at Charlton Memorial, which will house a hybrid OR and bear the Lash name. In addition, major campaign commitments have been made by the St. Luke’s and Charlton Memorial auxiliaries and the Tobey Guild. The members of our auxiliaries and guild have always been some of our most tireless and stalwart supporters and we are deeply appreciative of everything they do.

As healthcare evolves — and sometimes seems to morph from one day to another — one thing is certain. The strength of any healthcare organization is contingent upon the strength of its partnerships — those between organizations, between departments within organizations, between physicians and most importantly between physician and patient. Now, more than ever, each of us will be expected to be full partners in our own health and well-being.

The same is true in philanthropy. Strong partnerships between you, our donors, and our philanthropy staff help you achieve your philanthropic goals and help Southcoast achieve our mission. We recently welcomed a new member to our team, Bridget Flynn, who has taken on the role of Director of Major Gifts & Capital Campaigns. Bridget will play a leading role in our capital campaign, and is looking forward to the opportunity of meeting many of you.

Nothing reminds us that Southcoast belongs to the community more than when we reach out for support. Southcoast exists for our communities and its growth is determined by the needs of our communities. It also exists thanks to support from the community. We appreciate all you have done and will do to ensure that Southcoast Health remains the region’s premier healthcare provider.

Jack Dresser
Senior Vice President & Chief Philanthropy Officer
We acknowledge these generous donors with gratitude for their gifts received from January 1, 2014 to December 31, 2014.

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Ms. Lisa Tabbetts
TMLP Professional Employees Assoc.
Mr. James Tolley
Mr. & Mrs. Charles T. Toomey
Ann L. Torres, RN
Mrs. Karen L. Trainor
Mr. Leo Trainor
Tremont MA SNF LLC
Triad Boatworks
Triangle Xray Company
Mr. & Mrs. Harvey I. Trieff
Mr. & Mrs. Walter H. Trumbull
Mr. & Mrs. William F. Truscott
Mr. & Mrs. James L. Truslow IV
Mr. & Mrs. Robert J. Turgeon
Ms. Christine G. Uliano
Mr. & Mrs. Roger P. Tache
Dr. & Mrs. Joseph P. Tassoni
Mrs. Eileen M. Taylor
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Auxiliary of Charlton Memorial Hospital Endowment Fund
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E. P. Charlton Fund
Earle P. Charlton Trust (for Truesdale Hospital)
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William Clayton, Jr. Trust
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The Allen Jarabek Oncology Fund
Medical Staff Endowment Fund
Mary E. “May” Quirk Living Trust
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Frank and Elizabeth R. Stevens Fund
Susanna K. Tobey Trust
Tobey Hospital Endowment Fund
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To recognize friends who have made a provision for the hospital(s) in their estate plans or through the establishment of a life-income or other planned gift. By notifying us of your intention to give a future gift, we are able to thank you during your lifetime for taking this important step.

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Named in honor of Alice Tobey Jones whose generous bequest in 1922 established Tobey Hospital.
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- John D. Bergeron
- Allan W. Ditchfield
- Priscilla B. Ditchfield
- Horace S. Kenney
- Mary M. Kenney
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- Faith A. Paulsen
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Named to honor the Bullard and Crapo families for their lasting legacy as doctors, hospital presidents and philanthropists.
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- Elizabeth I. McBratney
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Elizabeth and Frank Stevens Society
Named to honor Elizabeth and Frank Stevens who were among the first people to provide financial resources to improve healthcare services in the Fall River area.
- Anne V. Fayon
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Agatha St. Amour
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* denotes deceased
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Interim Chief Financial Officer

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President, Southcoast Physicians Group
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Licensed by:
Commonwealth of Massachusetts
Department of Public Health
State of Rhode Island and
Providence Plantations
Department of Health

Accredited by:
American Association of
Blood Banks
American College of Cardiology
American College of Radiology
American College of Surgeons
Recognized by American
Diabetes Association for
Diabetes Education
College of American Pathologists
Intersocietal Accreditation
Commission
Joint Commission on behalf of
the Center for Medicare &
Medicaid Services
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Rhode Island
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Stephen Canessa, Vice President,
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800-925-9450
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## Finances

### Southcoast Hospitals Group Inc.
**Financials for the Annual Report**
**For the Fiscal Year Ending**
**September 30, 2014**

<table>
<thead>
<tr>
<th>Funds Available (in thousands)</th>
<th>SEPTEMBER 30, 2014</th>
<th>SEPTEMBER 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earned From Patient Services</td>
<td>$736,003</td>
<td>$731,907</td>
</tr>
<tr>
<td>Acquired From Non-Patient Activities</td>
<td>$31,736</td>
<td>$20,723</td>
</tr>
<tr>
<td>Reduced by cost of Uncompensated Care</td>
<td>($41,131)</td>
<td>($44,218)</td>
</tr>
<tr>
<td><strong>Total Funds Available</strong></td>
<td>$726,608</td>
<td>$708,412</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Funds Applied (in thousands)</th>
<th>SEPTEMBER 30, 2014</th>
<th>SEPTEMBER 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; Benefits</td>
<td>$399,063</td>
<td>$410,831</td>
</tr>
<tr>
<td>Supplies</td>
<td>$115,344</td>
<td>$101,699</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>$122,017</td>
<td>$141,166</td>
</tr>
<tr>
<td>Depreciation &amp; Interest</td>
<td>$52,071</td>
<td>$46,837</td>
</tr>
<tr>
<td>Funds Available to Reinvest for Improvements</td>
<td>$38,113</td>
<td>$7,879</td>
</tr>
<tr>
<td><strong>Total Funds Applied</strong></td>
<td>$726,608</td>
<td>$708,412</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capital Spending</th>
<th>SEPTEMBER 30, 2014</th>
<th>SEPTEMBER 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Technology and Telecommunication</td>
<td>$49,015</td>
<td>$16,453</td>
</tr>
<tr>
<td>Clinical and Other Equipment</td>
<td>$6,296</td>
<td>$19,875</td>
</tr>
<tr>
<td>Facility Renovation, Maintenance, Construction</td>
<td>$23,109</td>
<td>$49,717</td>
</tr>
<tr>
<td><strong>Total Capital Spending</strong></td>
<td>$78,420</td>
<td>$86,045</td>
</tr>
</tbody>
</table>
### Statistics FY2013

<table>
<thead>
<tr>
<th>Category</th>
<th>SEPTEMBER 30, 2014</th>
<th>SEPTEMBER 30, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient Beds (licensed)</td>
<td>825</td>
<td>815</td>
</tr>
<tr>
<td>Total Hospital Days</td>
<td>173,613</td>
<td>191,250</td>
</tr>
<tr>
<td>Total Hospital Discharges</td>
<td>38,485</td>
<td>40,303</td>
</tr>
<tr>
<td>Average Length of Stay (days)</td>
<td>4.51</td>
<td>4.75</td>
</tr>
<tr>
<td>Cardiac Surgery &amp; Informational Cardiology</td>
<td>1,016</td>
<td>957</td>
</tr>
<tr>
<td>Diagnostic Cardiac Catheterization</td>
<td>2,215</td>
<td>2,231</td>
</tr>
<tr>
<td>Total Surgery &amp; Endoscopy Cases</td>
<td>29,010</td>
<td>29,595</td>
</tr>
<tr>
<td>Laboratory Tests</td>
<td>2,917,488</td>
<td>3,005,561</td>
</tr>
<tr>
<td>Radiology Procedures</td>
<td>386,787</td>
<td>384,512</td>
</tr>
<tr>
<td>Births</td>
<td>3,415</td>
<td>3,404</td>
</tr>
<tr>
<td>Emergency Room Visits</td>
<td>189,008</td>
<td>188,556</td>
</tr>
</tbody>
</table>