

*We Put Women First*



**Women & Infants'**

*We Put Women First...by envisioning*



*...by leading*



*...by caring*



*...by teaching*



*...by supporting*



*...by exploring*

*...by believing*



*...by helping*

At Women & Infants Hospital, we put women first.

What exactly does it mean?

There is our internationally recognized level of expertise. But knowledge and skill alone, with the diplomas in rows on the wall and fancy titles, can feel cold. There is our state-of-the-art equipment and unique programs, but those are inanimate and unemotional.

These things alone are not enough.

So, how do we put women first?

The answer is simple. At Women & Infants, we try to connect with each woman, understanding how she thinks and the range of emotions that fill her, whether she's here to deliver a baby, treat her cancer, or undergo surgery. We know how frightened she feels sitting alone in a johnny waiting to hear test results. We know how inadequate she imagines she is the first time she cradles her one-pound newborn still tethered to machines in the NICU. We sense her heart pounding with anxiety each time the chemo drugs start dripping into her port.

We are not all women ourselves, but we don't have to be. We just have to understand women. We do, and it shows.

At Women & Infants, we personalize care, treating each woman as she wishes to be treated and involving those people she defines as "family" in her care. As we nurture life's traditional nurturers at some of their neediest moments, we recognize that women are unique, and we try to treat them that way. We ask them what we can do better, and then we try to do it.

Understanding women and their unique needs takes many forms at Women & Infants. We envision, we lead, we care, we teach, we support, we explore, we believe, we help - all to provide the most advanced and comprehensive care for women at various stages through the life cycle.

Each of us draws on our talent and passion, and every day we put women first.



# *I envision*

**Constance A. Howes**  
*President and  
Chief Executive Officer*



*We are defining and refining the Women & Infants' model of care, an integrated, patient- and family-centered approach which was identified during the strategic planning process as we considered the qualities and philosophies necessary to reach operational excellence.*



Miracles happen every day at Women & Infants Hospital, but it doesn't take fairy dust or magic to envision an exciting future. After five years as its president, I envision the hospital as becoming the recognized leader in health care for women and infants, achieving international preeminence through the talent, dedication and desire of our staff. From there, we will set the standard for others to follow. To do so, the hospital must achieve academic preeminence and operational excellence, while generating the money necessary to fund our dreams.

The 2007 fiscal year saw the creation of a strategic plan for clinical and academic services to guide us as we focus on the four areas leading our way to preeminence: neonatology, women's oncology, high risk obstetrics and reproductive endocrinology. We strengthened our relationship with The Warren Alpert Medical School of Brown University and further strengthened our academic mission and research infrastructure.

We are defining and refining the Women & Infants' model of care, an integrated, patient - and family - centered approach which was identified during the strategic planning process as we considered the qualities and philosophies necessary to reach operational excellence. The planning will continue in 2008 as each department creates its own map to preeminence.

Operationally, we heightened the focus on quality and patient safety in 2007. Our "Z-Day" identifying incomplete or illegible orders served as a signal event for a new institutional ethic: we have zero tolerance for anything that puts patients at risk.

We also broke ground on a \$76.8 million addition that includes a state-of-the-art neonatal intensive care unit (NICU) offering each family a private room, and 30 additional rooms for obstetrical patients. This initiative will lead our drive to operational excellence.

We worked hard to increase our margin from operations in 2007 from our modest gain in 2006. We are committed to improving our margin from operations each year, and have budgeted to achieve a 3% margin in 2008. These monies are necessary to help us grow, pay for our building addition, reinvest in programs and equipment, and fund our dreams.

Internally, we worked to forge stronger relationships with our physicians. We surveyed the medical staff to identify areas of concern and have responded in a variety of ways, including establishing a committee to help to sustain community obstetricians. We called upon physicians and staff to launch our Patient and Family Advisory Council in 2007. Focused efforts from our dedicated employees and physicians helped us earn the highest possible patient satisfaction ratings on the nationwide Press Ganey survey - the 99th percentile - for two quarters in 2007.

The community, employees and physicians responded generously to our ONWARD campaign to help fund our building addition. By the end of 2007, we had raised over \$17 million towards our goal of \$20 million.

This has been a busy and productive year at Women & Infants, where more than 9,400 babies began their lives and women from throughout Rhode Island, southeastern Massachusetts and eastern Connecticut received high quality care. We have looked inward, strengthened our core and continued to improve our relationships as we move forward to preeminence. Every step of the way, we put women and their families first.

# I lead

*It is our privilege and duty to become actively engaged in the governance of this hospital and see its vision come into focus. Clinical care may take place at the bedside, but the commitment to excellence is forged in the boardroom.*

It's truly an exciting time to lead the Women & Infants' Board of Trustees - there is so much going on, so many reasons for celebration.

The 2007 fiscal year, for example, was one of exceptional accomplishment. We realized a substantial margin from operation, while remaining at the top of the national patient satisfaction scale. We broke ground for our new addition, and achieved philanthropic targets, thanks to the continued generosity of hospital and community friends. We are grateful for such support.

Yet, we did not stop here - and this is what separates a good hospital from a great hospital.

We continued to reach further, probe deeper and strive harder. The Board of Trustees is at the forefront of our journey to preeminence, advocating for improved patient safety and quality, operational efficiency and financial performance. We are no longer content to sit back and watch presentations and hear the good news. We invited Dr. Raymond Powrie, senior vice president of quality and clinical effectiveness, to tell us what the institution must improve upon. It is our privilege and duty to become actively engaged in the governance of this hospital and see its vision come into focus. Clinical care may take place at the bedside, but the commitment to excellence is forged in the boardroom.



There were some exciting developments in 2007 on our way to pre-eminence. The proposed merger with Lifespan promises a leadership role for Women & Infants in our areas of expertise, while offering us opportunities to develop other services. We look forward to a successful conclusion of the internal due diligence process and federal and state regulatory approvals.

Our engagement of consultants for Care New England and its affiliated institutions signaled a positive move toward restoration of our overall profitability. We anticipate strengthened organizations that will have the wherewithal to carry on their valued missions in the community.

It is truly my honor to lead this Board on behalf of this hospital. For each staff member, physician, volunteer and supporter who help us put women first each day, we owe a debt of gratitude.



Medicine is a passionate profession. I care about helping women. As president of the medical staff at Women & Infants, I also care about the hospital and its partnership with its physicians, especially those in private practice.

Women & Infants is unique in that it mirrors the compassion and affection we feel for our patients, and it partners with us to co-manage their care. Women benefit from having a physician they know participate in the full range of services they need. Our relationships with the subspecialty groups enable us to do that.

We know our patients' stories and their histories. We often care for all the women in their family - their mother, sister or daughter. When it's time to refer them for blood work, x-rays, to deliver their baby or see a specialist, they often ask, "If I were your mother, what hospital would you send me to?" We care enough to send them to Women & Infants.



**Kathleen Cote Bowling, MD**  
*President*  
*Medical Staff Association*

It's a symbiotic relationship. This year, hospital strategic planning included efforts to support obstetricians in private practice. At the same time, the medical staff continues to actively ensure the hospital offers compassionate, quality care by serving on committees and becoming part of solution.

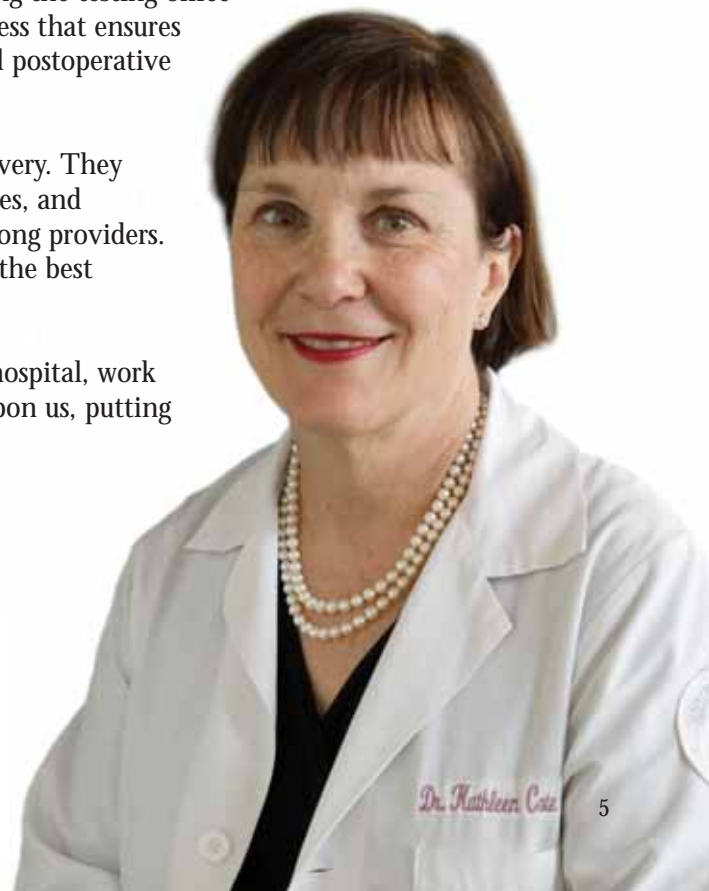
In 2007, physicians led a reorganization of preadmission testing. The system was not working - women were arriving for surgery without necessary blood work or tests, delaying surgery and affecting the entire schedule. A committee revamped the process, relocating the testing office to larger space at 120 Dudley Street. The result is a uniform process that ensures every patient has the same preoperative workup, helping us avoid postoperative complications.

Physicians also actively pursued excellence in labor/delivery/recovery. They instituted medical teams of physicians, anesthesiologists and nurses, and underwent advanced training to foster better communication among providers. They launched interdisciplinary rounds twice daily to determine the best possible approach for patients.

The physicians, with all the invaluable people employed by the hospital, work very hard to provide the best care for the patients who depend upon us, putting them first. They deserve nothing less.

## *I care*

*Women & Infants is unique in that it mirrors the compassion and affection we feel for our patients, and it partners with us to co-manage their care. Women benefit from having a physician they know participate in the full range of services they need.*



Tawfik Hawwa, MD  
Clinical Associate Professor  
of Obstetrics and Gynecology,  
The Warren Alpert Medical  
School of Brown University



# I teach

*Teaching medical students and residents encourages us to stay abreast of the latest developments in medicine and our specialties. Students bring fresh perspectives and challenge us to be better.*

There are many ways to enhance the quality of care in a hospital. Being a teaching hospital, affiliated with a medical school, is one.

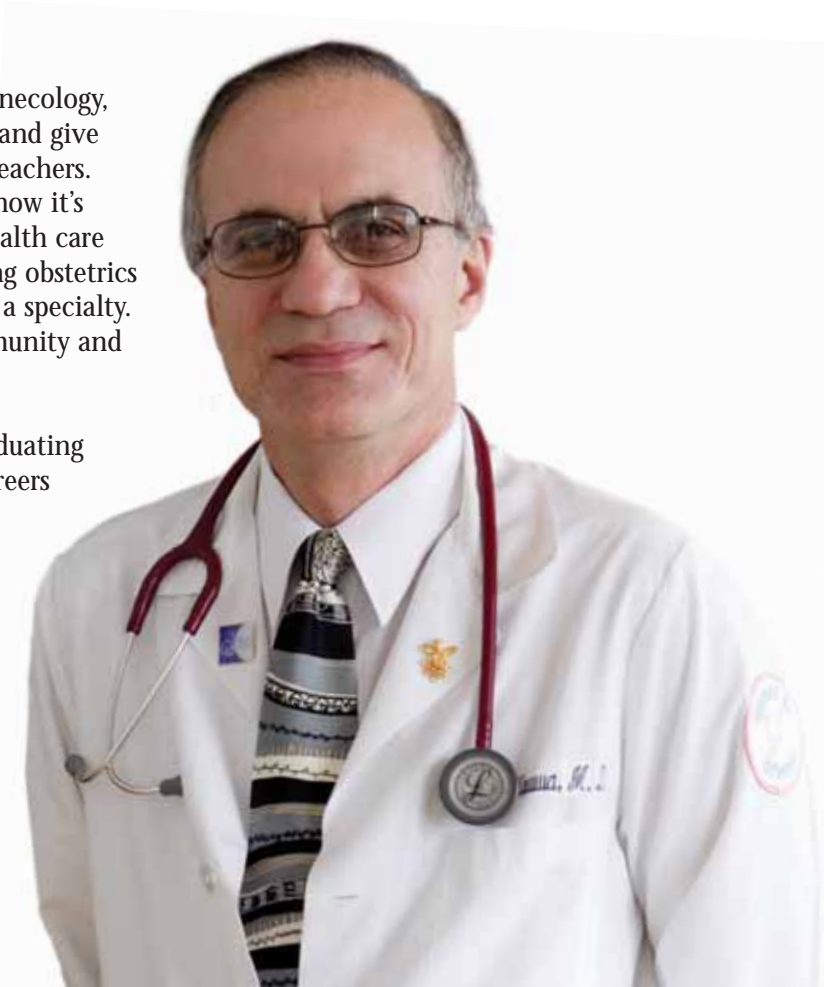
Women & Infants is the primary teaching affiliate of The Warren Alpert Medical School of Brown University for obstetrics, gynecology and newborn pediatrics. Being affiliated with the school is an honor, but I don't think people realize what a benefit the relationship is for our patients.

Women who seek treatment at Women & Infants benefit from a higher standard of care because a school like Brown demands it and, in turn, contributes to it by sending us bright young minds each rotation. Teaching medical students and residents encourages us to stay abreast of the latest developments in medicine and our specialties. Students bring fresh perspectives and challenge us to be better.

All of this equals better care for our patients.

As a clinical associate professor of obstetrics and gynecology, I teach because it's a way to expand my knowledge and give back some of the wisdom I acquired from my own teachers. The students are impressionable and savvy. They know it's difficult to maintain a private practice in today's health care climate. I try to show them the benefits of practicing obstetrics and gynecology and encourage them to pursue it as a specialty. I explain to them how they can care for their community and what a great feeling that is.

In that way, as a teacher, I'm making sure we're graduating qualified, caring physicians who will spend their careers putting women first. That, in itself, is a way to enhance the quality of care.



**Judith B. Remondi**  
*Women & Infants  
Development Foundation*



We were vacationing on Cape Cod - one last respite before our baby was due in October - when I started to bleed. Our physician at home in Virginia urged us to get to a hospital, so we drove to Women & Infants in Providence. When I delivered Adam on August 28, 2001, he weighed four pounds and was sent to the NICU.

Over the next three weeks, I spent hours each day in the NICU and marveled at this wonderful place where the staff cares so passionately about their patients. I have dozens of examples. One nurse rubbed my feet and legs when I was on bed rest. Another flew with us as we took Adam home just five days after 9-11. I later learned she was terrified to fly. Every staff member we met was upbeat and supportive.

How can you not stay connected to a place like this?

Several years later, I had my second child in Virginia, and there was absolutely no comparison. I again realized how special Women & Infants is, how it fosters a culture that does not exist in other hospitals, and attracts employees who feel a genuine connection with their patients. It's a culture of caring and part of who they are.

## *I support*

*I realized how special Women & Infants is,  
how it fosters a culture that does not exist  
in other hospitals, and attracts employees  
who feel a genuine connection with their patients.  
It's a culture of caring and part of who they are.*

Since Adam's birth, we have been emphatic supporters of the hospital. In honor of Adam's first birthday, we decided to make our first donation. We are happy to help the people who saved my life and the life of my son - and who will save other lives. After moving to Massachusetts, I joined the Women & Infants' Development Foundation. Although I don't know many people in Rhode Island, I bring my professional marketing background and enthusiasm to my work for the hospital.

It's a conscious decision for us - we will do whatever we can to help Women & Infants be the best it can be.



# I explore

*Research makes fundamental contributions to families - by understanding the nature and causes of disease, we can better care for children and women.*

James F. Padbury, MD  
Pediatrician-in-Chief

Research is a pathway that can lead scientists, hospitals, even an entire state to greatness, whether that be successful treatment or economic boon.

At Women & Infants Hospital, research is a major force behind a hospital-wide quest for preeminence. Achieving such status is not the end goal, rather an ongoing journey gathering resources for research and expanding collaboration.

Becoming preeminent will help us contribute to the body of knowledge helping women and children. Research makes fundamental contributions to families. By understanding the nature and causes of disease, we can better care for children and women.

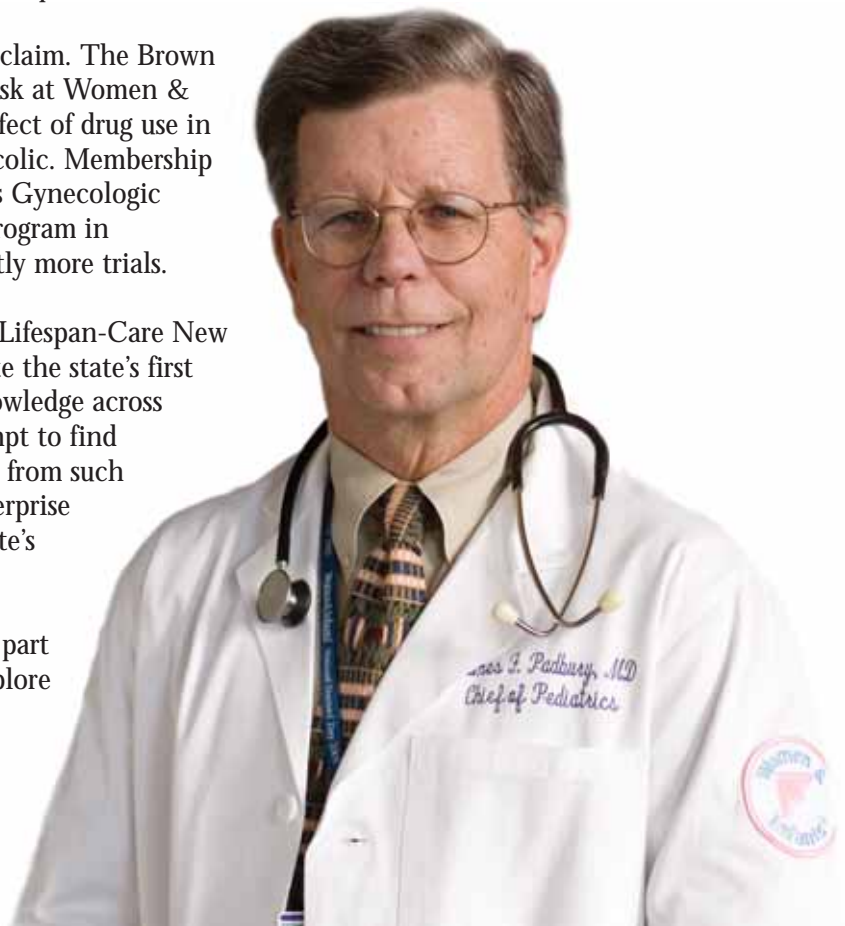
A diverse network of Women & Infants' researchers explores cures for illness. Imagine the possibilities! The hospital realized more than \$6.3 million in research grants last year, funded by the National Institutes of Health, foundations and other organizations.

Our Center for Biomedical Research Excellence (COBRE) researchers examine lung growth during development to identify ways to help a preterm baby's lungs develop. They look at growth patterns in heart cells which might help promote cell regeneration after heart attacks. They probe regulation of the interleukin 10 gene to stave off inflammation leading to preterm labor.

Work here has earned international acclaim. The Brown Center for the Study of Children at Risk at Women & Infants is a national resource on the effect of drug use in pregnancy on child development and colic. Membership in the elite National Cancer Institute's Gynecologic Oncology Group (GOG) means the Program in Women's Oncology participates in vastly more trials.

This fiscal year brought news that the Lifespan-Care New England merger includes plans to create the state's first academic medical campus to share knowledge across disciplines and institutions in an attempt to find answers. Not only will patients benefit from such a coalescing of resources, but such enterprise will serve as a crucial driver for the state's economy.

Here at Women & Infants, research is part of the way we put women first. We explore because we want the answers.





Laura Schaffer  
Patient

# *I believe*

*I believe it's critical for the voice of the patient to be heard by the institution. The only way to know if the system works is to ask those receiving the care.*

I believe good things happen at Women & Infants Hospital every day, and I was determined not to let a negative experience fester without trying to implement a solution.

Last year, I spent seven hours in Triage, most of the time waiting to be seen. I later wrote to the administration, asking the hospital to respond to my comments and concerns. Women & Infants has a reputation for excellence and while my experience was unacceptable, I could sense passion in the response I received. Because of my letter, I was asked to serve on the new Patient and Family Advisory Council, and I agreed. I now also sit on a Triage subcommittee, the first patient to ever serve on an internal committee.

This was a tremendous feat for the hospital and underscored my belief that Women & Infants is committed to partnering with its patients to improve.

The institution respects input from the Patient and Family Advisory Council, which is designed to ensure that the needs of patients and families are met. Its first accomplishment was enormous - full financing of CarePages, free web pages patients can create to easily post updates about their health. Loved ones, in turn, can post encouraging messages.

CarePages was suggested by a Council member. I believe it's critical for the voice of the patient to be heard by the institution. The only way to know if the system works is to ask those receiving the care. Women & Infants does this, asking patients what it can do better and then doing it. Having worked in the health care industry for 13 years, I believe this is extremely rare.

The Triage subcommittee has already begun to rectify the problem that caused my long wait. Three new physicians have been added and dedicated to the department, ensuring improved physician coverage and significantly reducing a patient's wait time.

It is the environment at Women & Infants that fostered such changes. Its employees are focused on making positive change occur. It's absolutely remarkable.



# I help

*I can see it in a woman's face when she is afraid and confused by the language. Then, when I help translate for her, I see her relax. She is sure she is being cared for and understood.*



**Michelle Lopes, RN**  
Nurse

I help women at Women & Infants Hospital every day. It's easy for me because I'm a woman and I feel a natural bond with them. I'm also a mother of four, and my instinct is to care for others.

Patients come to me in PACU (Post Anesthesia Care Unit) from the operating room after a surgical procedure. Some are scared. Some feel alone. Some don't speak English and are afraid they'll be misunderstood.

As a nurse, I help them by taking care of their physical needs and comforting them. I actually became a nurse because I like to help people, and I wanted to work at Women & Infants because I like helping women specifically. These are women like me, my mother, my grandmother, or my daughter.

I am also bilingual and part of the hospital's effort to bridge the gap between health care and growing populations of people in this area who do not speak English well or at all. My parents are immigrants, and I understand how frightening it can be to not be able to communicate how you feel to a health care provider.

I can see it in a woman's face when she is afraid and confused by the language. Then, when I help translate for her, I see her relax. She is sure she is being cared for and understood. She knows I'm here for her.

Mine is a wonderful job because I get to put women first every day. As a woman, a daughter, a mother and a wife, that's a rewarding feeling.



**MEDICAL  
STATISTICS**

**General Overview of the Year Ending September 30, 2007**

Patients Discharged	Obstetrical . . . . .	10,513
	Gynecological . . . . .	2,833
	General Surgical . . . . .	81
	General Medicine . . . . .	36
	Neonatal . . . . .	9,869
Obstetrical Services	Deliveries . . . . .	9,462
	Cesarean section rate . . . . .	32.0%
	National benchmark* . . . . .	33.90%
	Vaginal Birth after Cesarean . . . . .	13.90%
	National benchmark* . . . . .	10.87%
	Alternative Birthing Center Births . . . . .	190
Pediatric Services	Neonatal Intensive Care . . . . .	1,234
	Average Daily Census . . . . .	66
	Transfers to Women & Infants . . . . .	172
Patient Days - Neonatal	Intensive Care . . . . .	24,489
	Newborn Nurseries . . . . .	23,791
Surgical Procedures	Inpatient . . . . .	2,811
	Outpatient . . . . .	5,554
Ambulatory Services (based on patient visits)	Ob/Gyn Triage . . . . .	30,006
	Women's Primary Care Center (WPCC) . . . . .	31,138
	WPCC Triage Calls . . . . .	8,853
	Prenatal Diagnosis Center . . . . .	7,801
	Reproductive Endocrinology & Infertility . . . . .	20,370
	Women's Oncology . . . . .	9,889
	Breast Health Center . . . . .	15,009
	Urogynecology & Reconstructive Pelvic Surgery . . . . .	7,504
	Medical Office Buildings . . . . .	19,243
	Department of Medicine Practices . . . . .	21,258
	Centers for Health Education	
	Health Line Calls . . . . .	43,287
	Programs . . . . .	30,982

\* Source: National Perinatal Information Center Database, December 2006

**STATEMENT OF REVENUES AND EXPENSES FROM OPERATIONS**

**Year Ending September 30, 2007**

Net Patient Service Revenue . . . . .	\$278,571,499
Other Revenue . . . . .	56,467,805
Total Revenue . . . . .	<u>335,039,304</u>
Total Expenses . . . . .	<u>326,140,522</u>
Income from Operations . . . . .	\$ 8,898,782

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#### Interim Director

Sandra Groves (as of 05/05/07)

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#### Associate Vice President & General Counsel

Alyssa V. Boss<sup>†</sup>

### Marketing Communications

#### Public Relations Manager

Amy Blustein

#### Public Relations Associate

Susan Hawryluk

#### Marketing Communications Coordinator

Stephanie Regine

### Materials Management

#### Director

Thomas Gardner<sup>†</sup>

### Patient Care Services

#### Associate Vice President

Carol A. Opiekun, RN, MS

#### Nurse Managers

Elaine Amato-Vealey, RN, PhD

Anna Bailey, RN, BS, OCN

Loretta Browning, MS, RN-CS, ANP

Lucille Force, RN, MS, CNA, BC

Geraldine Tamborelli, RN, BSN, MS

Marybeth Taub, RNC, BSN

#### Assistant Nurse Managers

Stephanie Adam, RNC, BSN

Janet Annarummo, RN, BSN

Patricia Antone, RN, BS

Christina Boulet, RN, BSN

Katia Bowden, RN

Alyson Burke, BS, RNC

Tracey Casala, BSN

Cynthia Cathers, RNC, BSN

Ana Dickenson, RN

Ruth Dickinson, RN, BSN

June Egee, RN, BSN

Susan Fair, RN, BA, BSN

## MEDICAL STAFF

Lori Kahan, RN, BSN  
Michele Kusiak, RN, BS  
Brian Magnan, RN, BSN  
Kari Marchetti, RN, BSN  
Kelly Martin, RN, BSN  
Kim McCormick, RN, BSN  
Melissa Moreau, RN, BSN  
Heather Murphy, RN, BSN  
Kathleen Nichols, RN, BS, CNOR  
K. Sue Petzold, RNC, BSN, BA  
Lee Ann Quattrucci, RN, CNOR  
Mary Samson, RN  
DonnaLee Segal, RN, BSN  
Helen Slater, RN  
John "Jack" Tanner, RN

### Nursing Supervisors

Nancy Hulme, RN, BS  
Jo Ann Monroe, RN, BSN  
Jeannie Monteiro, RN  
Dorinne Roberge, RNC, BSN

### Patient Flow Coordinator

Shannon Celeste, RNC

### Coordinators

Dale Comella  
Patricia Lucci, BS

### Alternative Birthing Center

Manager  
Loretta Browning, MS, RN-CS,  
ANP

### Central Processing Department

Supervisor  
Diane Stetson

### Education & Community Outreach

Director  
Maureen Pearlman, RN, MS

### Pharmacy

Director  
Leslie A. Pires, MS, PharmD

### Supervisor

John Moriarty Jr., RPh

### Respiratory Therapy

Manager  
Betty Blake, BS, RRT, NPS

### CPR Supervisor

Diane G. Silva

### Social Services

Director  
Mary H. Donnelly, ACSW

### Triage

Medical Director  
Donna LaFontaine, MD  
Senior Division Manager  
Leslie Ann Corte-Real

### Patient Support Services

Associate Vice President  
Ronald G. Kilduff

### Communications

Director  
Lynette M. Colwell

### Engineering

Director  
- vacant -  
Assistant Director  
Fred Clifford

### Environmental Services

Director  
Mark D. Neill  
Karen M. Henning, RD  
(as of 4/16/07)

### Supervisors

Michael O'Keefe  
Paul Petit  
Aldino Rodrigues

### Facility Development

Director  
Kimberly Silvestri  
Project Manager  
Richard Kloss  
Manager  
Fran Cadieux  
Administrative Coordinator  
Laurie Vandal

### Food and Nutrition Services

Director  
Karen M. Henning, RD  
Chief Dietitian  
Donna DeCiccio, RD, LDN, CNSD  
Clinical Dietitians  
Jessica Baye, RD, LDN  
Lauren Solomon, RD, LDN

### Managers

Mark Merola  
Eric Olson  
Paula Olson  
Christen VanScyoc  
Supervisors  
Lori K. Bailey  
Ann Marie Gatchell  
Helen Hudson  
Doris Paquin  
Susan Toolin

### Research Administration

Manager  
Barbara J. Riter

### Security

Director  
- vacant -  
Interim Director  
Wayne Amaral

### Supervisor

- vacant -

### Service Response Center

Manager  
Sean Kelly

### Supply & Distribution

Manager  
Kenneth R. Bettez

### Switchboard

Director  
- vacant -  
Interim Director  
Wayne Amaral

### Philanthropy

Associate Vice President  
Marilyn A. Squier  
Senior Philanthropy Officer  
Albert E. "Dick" Labouchere  
Director of Corporate & Foundation  
Relations  
Kerry L. Hall

Director of Major Gifts &  
Planned Giving  
Louise Rosarbo Dinsmore  
Director of Major Gifts & Campaign  
Coordinator  
Katie Sklar

Director of Philanthropy Information  
Services  
Kate Ryffranck

### Auxiliary

Acting Director  
Lynne Wilmarth  
Director, Auxiliary/Donor Relations  
Erica Bryson (as of 6/18/07)

Director, Auxiliary/Donor Relations  
Services  
Erica Bryson (as of 6/18/07)

### Physician Hospital Organization

Executive Director  
Christopher Dooley

### Planning

Planning Implementation Manager  
Kellie Sullivan'

### Medical Administration

#### Active Clinical Departments

Obstetrician/Gynecologist-in-Chief  
Donald R. Coustan, MD  
Pediatrician-in-Chief  
James F. Padbury, MD  
Chief of Anesthesiology  
Kue Chung Choi, MD  
Chief of Medicine  
Karen A. Rosene-Montella, MD  
Chief of Pathology and Laboratory  
Medicine  
W. Dwayne Lawrence, MD  
Chief of Diagnostic Imaging  
Patricia K. Spencer, MD

#### Consulting Clinical Departments

Chief of Neurology  
J. Donald Easton, MD  
Chief of Ophthalmology  
Lory Snady-McCoy, MD  
Chief of Psychiatry  
Steven Rasmussen, MD  
Chief of Surgery  
Jennifer Gass, MD  
Chief of Urology  
Harry M. Iannotti, MD

#### Medical Staff

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Kathleen Cote Bowling, MD  
President-Elect  
Terrence Cahill, MD  
Treasurer  
James A. O'Brien, MD  
Secretary  
Jaqueline A. Tetreault, MD  
Medical Staff Association Appointed  
Representative  
Fred A. Brosco, MD  
Medical Staff Association Honorary  
Members  
Eleanor Benjamin, RN  
Gertrude Cahir, RRA  
Leland G. Clabots  
Thomas G. Parris Jr.  
Mary Dowd Struck, RN, MS, CNM

#### The Warren Alpert Medical School of Brown University

Dean of Medicine & Biological Sciences  
Eli Y. Adashi, MD, MS, FACOG

Executive Dean for Administration  
John M. Deeley

Senior Associate Dean for Biomedical  
Advancement  
Larry L. Zeiber

Associate Dean of Biomedical Faculty  
Affairs  
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Associate Dean for Medical Education  
Philip A. Gruppuso, MD

Associate Dean of Medicine for  
Public Health & Public Policy  
Terrie Fox Wetle, PhD

Associate Dean for Women in Medicine  
Michele G. Cyr, MD

Associate Dean for Graduate Medical  
Education  
Michele G. Cyr, MD

Associate Dean of Medicine, Clinical  
Faculty  
Arthur A. Frazzano, MD

Associate Dean of Biological Sciences  
(undergraduate)  
Marjorie E. Thompson, PhD

Associate Dean for Continuing Medical  
Education  
Patrick J. Sweeney, MD, PhD

Associate Dean for the Program in  
Liberal Medical Education & Visiting  
International Medical Students  
Julianne Y. Ip, MD

Associate Dean for Diversity  
Alicia D. H. Monroe, MD

Associate Dean for the Program in  
Biology  
Edward Hawrot, PhD

Chairman, Department of Clinical  
Neurosciences  
J. Donald Easton, MD

Chairman, Department of Community  
Health  
Vincent Mor, PhD

Chairman, Department of Dermatology  
Charles J. McDonald, MD

Chairman, Department of Diagnostic  
Imaging  
John J. Cronan, MD

Chairman, Department of Emergency  
Medicine  
Brian J. Zink, MD

Chairman, Department of Family  
Medicine  
Jeffrey M. Borkan, MD, PhD

Chairman, Department of Medicine  
Edward J. Wing, MD

Chairman, Department of Obstetrics &  
Gynecology  
Donald R. Coustan, MD

Chairman, Department of Orthopaedics  
Michael G. Ehrlich, MD

Chairman, Department of Pathology &  
Laboratory Medicine  
Agnes B. Kane, MD, PhD

Chairman, Department of Pediatrics  
Aaron L. Friedman, MD

Chairman, Department of Psychiatry &  
Human Behavior  
Martin B. Keller, MD

Chairman, Department of Radiation  
Oncology  
David E. Wazer, MD

Chairman, Department of Surgery  
William G. Cioffi Jr., MD

House Staff  
Obstetrics & Gynecology  
Residents Graduated 2007

Tania Day, MD  
Stacey Lievens, MD

Lindsay Madom, MD  
Anne Murray, MD

Roxanne Vrees, MD  
Emily White, MD

Kyle Wohlrab, MD

Fourth-Year Residents  
Kristen Cotter, MD

Kelly Fogleman, MD  
Brenda Martin, MD

Deirdre Masterton, MD  
Jessica Salak, MD

Melissa Sherman, MD  
Mary Christina Simpson, MD

Third-Year Residents  
Carla Chibwasha, MD

Alexander Friedman, MD  
Asha Jayakrishnan, MD

Michelle Magallanez, MD  
Cara Mathews, MD

Moune Jabre Raughley, MD

Second-Year Residents  
Aine Clements, MD

Agatha Critchfield, MD  
Beth Cronin, MD

Jennifer Kang, MD  
Nicole Korbly, MD

Katherine Melzer, MD  
Michelle Mertz, MD

Laura Sacco, MD

**First-Year Residents**  
 Karen Archabald, MD  
 Julie Baker, MD  
 Molly Carey, MD  
 Laura Holman, MD  
 Amanda Jackson, MD  
 Nadine Kassis, MD  
 Mollie McDonnold, MD  
 Megan Reynolds, MD

**Breast Disease Fellow**  
 Abida K. Sattar, MD

**Maternal-Fetal Medicine Fellows**  
 Tanya Dailey, MD  
 Julie Johnson, MD  
 Sarosh Rana, MD

**Gyn Oncology Fellows**  
 Shannon D. MacLaughlan, MD  
 Carolyn McCourt, MD  
 Katina Robison, MD  
 Ashley Stuckey, MD

**Urogynecology Fellows**  
 Elisabeth Erikson, MD  
 Renee Ward, MD  
 Kyle Wohlrab, MD

**Department of Obstetrics & Gynecology**

**Active Staff**

**Obstetrician/Gynecologist-in-Chief**  
 Donald R. Coustan, MD

**Associate Chief of Obstetrics & Gynecology**  
 Pablo Rodriguez, MD

**Director of Administrative Operations**  
 Chris Fruggiero, MS

**Ambulatory Care**

**Division Director**  
 Patrick J. Sweeney, MD, PhD

**Women's Primary Care Center**

**Medical Director**  
 Patrick J. Sweeney, MD, PhD

**Nurse Manager**  
 Darleen Alves, RNC, BSN

**Senior Division Manager**  
 Susan Pirri, BS

**Project Link**

**Associate Division Manager**  
 Alda Medeiros, BS

**Clinical Program Manager**  
 Eileen Dykeman, LCMHC, LCDP II, CCJP

**Maternal-Fetal Medicine**

**Division Director**  
 Marshall W. Carpenter, MD

**Prenatal Diagnosis Center**

**Director**  
 Stephen Carr, MD

**Perinatal Genetics**

**Director**  
 Barbara O'Brien, MD

**Senior Division Manager**  
 John Barlow

**Prenatal Diagnosis Center**

**Nurse Professional Coordinator**  
 Deborah-Ann Owens, RNC, MS

**Associate Division Manager**  
 Cheryl Kosowski

**Medical Education**

**Division Director**  
 William P. Metheny, PhD

**Research**

**Interim Division Director**  
 Maureen G. Phipps, MD

**Division Manager**  
 Joann Johnson

**Reproductive Endocrinology & Infertility**

**Division Director**  
 Sandra A. Carson, MD

**Nurse Manager**  
 Lori Kelly, RN

**Senior Division Manager**  
 Eileen Scott, MPA

**IVF Lab Manager**  
 Richard Hackett

**Reproductive Endocrinology at NEMC & the Preimplantation Genetic Diagnosis Program**

**Associate Division Director**  
 John E. Buster, MD

**Associate Division Manager**  
 Joel Baudouin

**Gynecologic Oncology**

**Division Director**  
 Cornelius O. Granai III, MD

**Administrative Director**  
 Amanda Goldstein, RN, MS, OCN

**Clinical Manager**  
 AnnMarie Bradley, RN, MS, OCN

**Oncology Social Services Manager**  
 Diane Thompson, MSW, LICSW

**Integrative Care Program and Lymphedema Clinic**

**Program Coordinator**  
 Sandra Scuncio, RD, LDN

**Center for Sexuality, Intimacy, & Fertility**

**Co-Directors**  
 Don S. Dizon, MD  
 Doreen Wiggins, MD

**Breast Health Center**

**Director**  
 Robert Legare, MD

**Division Manager**  
 Leslie Nuey

**Medical Oncology**

**Director**  
 Don S. Dizon, MD  
 Rochelle Strenger, MD  
 William Sikov, MD

**Division of Urogynecology**

**Division Director**  
 Deborah Myers, MD

**Division Manager**  
 Susan Hines

**Attending Obstetricians & Gynecologists**

\*Rebecca Allen, MD  
 \*Brenna L. Anderson, MD  
 Christina Bandera, MD  
 M. David Beitle, MD  
 John Bert, MD  
 \*Bala Bhagavath, MD  
 Andrew Blazar, MD  
 Lori A. Boardman, MD  
 Kathleen Cote Bowling, MD  
 Jennifer M. Boyle, MD  
 Lisa Boyle, MD  
 Laurent Brard, MD  
 Debra Brendel, MD  
 Constance M. Brennan, MD  
 Cheryl Brodsky, MD  
 Fred A. Brosco, MD  
 \*E. Christine Brousseau, MD  
 \*John E. Buster, MD  
 Terrence Cahill, MD  
 David Carciari, MD  
 Marshall W. Carpenter, MD  
 Stephen Carr, MD  
 \*Sandra A. Carson, MD  
 Colleen P. Cavanaugh, MD

Delik Cermik, MD  
 Edward Chien, MD  
 Wayne Clairborne, MD  
 Mauro Colavita, MD  
 Jeannine S. Connolly, MD  
 A. Michael Coppa, MD  
 Rebecca Crichton, MD  
 Laina E. Crowthers, MD  
 Suzanne C. Dambek, MD  
 \*Kathryn M. Davis, MD  
 Joseph DeMartino, MD  
 Mary Catherine DeRosa, MD  
 \*Anne S. Devi-Wold, MD  
 Paula DeYoung, MD  
 John DiOrio Jr., MD  
 Paul A. DiSilvestro, MD  
 \*Beata E. DiZoglio, MD  
 Lisa R. Domagalski, MD  
 Michael Economos, MD (LOA)  
 Renee R. Eger, MD  
 Stephen Falkenberry, MD  
 Roger Ferland, MD  
 Kathleen Fitzgerald, MD  
 Sarah Fox, MD  
 Gary Frishman, MD  
 Harris Galkin, MD  
 Michele R. Gange, MD  
 Alfredo Gil, MD  
 Debra Goldman, MD  
 Cornelius O. Granai III, MD  
 Robyn Gray, DO  
 \*B. Star Hampton, MD  
 Cynthia Hanna, MD  
 Tawfik F. Hawwa, MD  
 Deborah Hayden, MD  
 Jennifer Hosmer, MD  
 Marc Jaffe, MD  
 Annmarie Jurczak, MD  
 Nabil Khoury, MD  
 Erika L. Klein, MD  
 Tolga N. Kokturk, MD  
 \*Altug Koymen, MD  
 Donna LaFontaine, MD  
 Sasmira Lalwani, MD  
 \*Janet B. Lefkowitz, DO  
 Lindsay Madom, MD  
 Henry G. Magendantz, MD  
 Carol A. Manning, MD  
 Beth G. Marcaccio, MD  
 Kristen Matteson, MD  
 \*Steven Maynard, MD  
 Karen McGoldrick, MD  
 Kathryn D. McGowan, MD (LOA)  
 Carroll Medeiros, MD  
 Richard C. Moore, MD  
 Deborah Myers, MD  
 Laura Nevel, MD  
 J. Douglas Nisbet II, MD  
 \*Barbara O'Brien, MD  
 James O'Brien, MD  
 Maria O'Toole, MD  
 Kelly Pagidas, MD  
 Michael Paglia, MD  
 Jeffrey F. Peipert, MD (LOA)  
 Frank A. Pensa, MD  
 Adrienne Perry, MD  
 Maureen G. Phipps, MD  
 Marilyn Powers, DO  
 Donald Ramos, MD  
 Rebecca W. Randall, MD  
 Charles R. Rardin, MD  
 \*Jared Robins, MD  
 Robert A. Salk, DO  
 Mark Scott, MD  
 Bahram Shah-Hosseini, MD  
 Jane Sharp, MD  
 Santana Siena, MD  
 \*Caroline M. Skudlarek-Prete, MD  
 Serena Sposato, MD

Timothy Spurrell, MD  
 \*Vivian Sung, MD  
 Patrick J. Sweeney, MD, PhD  
 Joseph Tarantino, MD (LOA)  
 Trevor Tejada-Berges, MD  
 Jacqueline Tetreault, MD  
 Alejandra Y. Turemero, MD  
 Meera Varma, MD  
 Marguerite Vigliani, MD  
 Benjamin S. Vogel, MD  
 W. Scott Walker, MD  
 Gary G. Wharton, MD  
 Carol A. Wheeler, MD  
 Doreen Wiggins, MD  
 Robert Williams, MD  
 Kathleen Woodruff, MD  
 Nabil S. Zahreddine, MD

**Courtesy Staff**

Mitchell J. Bellucci, MD  
 Rachael K. Ciaccio, MD  
 Eugene DiGiovanni, MD  
 Joseph D. DiZoglio, MD  
 Isaac Z. Glatstein, MD  
 Wagih F. Hanna, MD  
 David J. Harrington, MD  
 \*Emily C. Harrison, MD  
 Michelle Hughes, MD  
 Stephen S. Kasparian, MD  
 Fariborz Khorsand-Ravan, MD  
 \*Ania I. Kowalik, MD  
 Mark X. Lowney, MD  
 \*Anthony Manocchio, MD  
 Peter D. Martelly, MD  
 Francis J. Mayeda, MD  
 \*John R. Morton, MD  
 Adelaide G. Nardone, MD  
 Samuel C. Pang, MD  
 Jan Penkala, MD  
 Michael Pepi, MD  
 \*Pranar Prakash, MD  
 Lisa Rameaka, MD  
 Ronald R. Ricco, MD  
 Judi B. Rosenthal, MD  
 Randall I. Rosenthal, MD  
 Reza Shah-Hosseini, MD  
 Robert W. Small, MD  
 J. Gerald Smith, MD  
 Barbara L. Soares, MD  
 Michael Steller, MD  
 \*Salim A. Wehbe, MD

**Auxiliary Staff**

Paul DeMeo, MD  
 Stephen Gagliardi, MD  
 Jeffrey F. Joseph, MD  
 Andrew P. Neuhauser, MD  
 Joseph Ombalsky, MD  
 Ralph Philosophie, MD

**Emeritus Staff**

Gahzi Accaoui, MD  
 R. Robert Barone, MD  
 Bernard Berstein, MD  
 Carolyn Day, MD  
 Howard A. Hall, MD  
 John Lathrop, MD  
 Douglas J. Marchant, MD  
 Samir Moubayed, MD  
 John A. Murphy, MD  
 J. Douglas Nisbet, MD  
 Clinton B. Potter, MD  
 J. Jerry Rodos, DO  
 Marshall A. Taylor, MD

**Division of Radiation Oncology**

**Director**  
 David E. Wazer, MD

**Active Staff**

Thomas DiPetrillo, MD  
 Stephanie G. Macausland, MD

\*Brigid M. O'Connor, MD  
Mohamed Y. Puthawala, MD

**Consulting Non-Admit Staff**

Roger L. Brotman, MD  
Arvin Glicksman, MD  
Donald R. Joyce, MD  
Steven C. Lane, MD  
Philip G. Maddock, MD  
Gabriela D. Masko, MD  
Nicklas Oldenburg, MD  
Kathy Radie-Keane, MD  
Timothy D. Shafman, MD  
Scott A. Triedman, MD

**Allied Health Professional Staff**

**Chiropractors**

Andrew T. Crellin, DC  
Stephen S. Estner, DC  
Kevin G. Miller, DC  
Paul O'Brien, DC  
Kevin J. Pelton, DC  
Michael A. Pensa, DC  
Michael S. Petteruto, DC  
Robert J. Quigley, DC  
Ronald J. Tyszkowski, DC  
Amy Westrick, DC

**Certified Nurse Midwives**

Diane J. Angelini, EDD, CNM,  
FACNM, FAAN  
Stephanie J. Avila, CNM  
Lucie L. Bautista, MN, CNM  
Michelle L. Blade, CNM  
Lynne C. Browning, MSN, CNM  
Laura B. Chalk, MSN, CNM  
Marina Chyten, CNM  
Fiona B. Clement, CNM  
Sylvia Closson, MSN, CNM  
(LOA)

Kiersten A. Crawford, MSN,  
CNM  
Elizabeth R. Diaz, MSN, CNM  
Cheryl M. Donovan, MSN, CNM  
Christina Erinakes, MSN, CNM  
Lisa Hicks-Kinney, MS, CNM  
(LOA)

Ann Holdredge, CNM  
Elisabeth Howard, MSN, CNM  
Lori M. Kelley, MS, CNM  
Kathi Levitan, MSN, CNM (LOA)  
Kim D. Lopes, CNM  
Susan E. Lowe, CNM  
Edie McConaughy, MSN, CNM  
Noreen Moran, RN, MSN, CNM  
Maureen M. Morrow, MSN,  
CNM

Linda L. Nanni, MS, CNM  
Joann Peareara-Eaves, CNM  
Lynnette M. Scolpino, CNM  
Cynthia Siegel, MSN, CNM  
Janet Singer, MSN, CNM  
Darryle Steinberg, CNM  
Linda Steinhardt, MSN, CNM,  
FNP

Kathleen Tirrell, MSN, CNM  
Karen Lee Walsler, MS, CNM  
Wendy Warburton, MSN, CNM  
Jessica B. Wilder, CNM  
Andrea M. Young-DeCiantis,  
MSN, CNM

**Nurse Practitioners**

Heather M. Aliotta, RN, NPP  
Mary Attery, NP  
Patricia K. Barlow, RN, NPP  
Amy S. Cooper, RN, NPP  
Ann Biderman Cooper, MSN,  
RNP  
Paulette Corey, MSN, RNP  
Erin M. Dobson, MSN, RNP

Margaret E. Hahn, MSN, RNP  
Rosemary Joyce, RN, NPP  
Linda Leigh Moulton, MSN, RNP  
Patricia O'Connell, MSN, RNP  
Elizabeth Ricci, RN, NPP  
Elizabeth E. Sabella, RN, NPP  
Kelly A. Spaid, MSN, RNP  
Anne Marie Stulik, MSN, RNP  
Tara A. Tillinghast, RN, MSN, NPP  
Sara Alexander Wriston, MSN,  
RNP  
Kathleen C. Yorks, MSN, RNP  
Wendy B. Young, RN, NPP

**Department of Pediatrics**

**Active Staff**

**Pediatrician-in-Chief**

James F. Padbury, MD

**Associate Chief**

William J. Cashore, MD

**Medical Director of NICU**

Abbot R. Laptook, MD

**Director of Administrative Operations**

Petrina M. Babcock, MED

**Neonatologists**

G. Jesse Bender III, MD  
Joseph M. Bliss, MD, PhD  
Mara G. Coyle, MD  
Shabnam Lainwala, MBBS, PhD  
\*Beatrice E. Lechner, MD  
Yun Joo Lee, MD  
Joseph M. McNamara, MD  
William Oh, MD  
Juan R. Sanchez-Esteban, MD  
Barbara S. Stonestreet, MD

**Newborn Nursery**

**Director**

Marcia W. VanVleet, MD  
Diane DerMarderosian, MD  
Cindy Klipfel, MD  
Cedric J. Priebe III, MD

**Pediatric Fellows in Neonatology**

Maya Balakrishnan, MD  
Hala Chaaban, MD  
Susan Cohen, MD  
Olga DeSimone, MD  
Kisha Destin, MD  
James Fritzell, MD  
Jennifer Lefner, MD  
Bonnie E. Stephens, MD  
David Woo, MD

**Neonatal Nurse Practitioners**

**Supervisor**

Maureen McCourt, RN, MS, NNP,  
PNP

Barbara L. Alksninis, RN, PNP  
Deborah Bacani, RN, NPP  
Jane Chandley, RN, MS, PNP  
Gina Connerton, RN, MS, PNP  
Jennifer Francis, RN, NPP  
Barbara A. Gannon, RN, MS, FNP  
Deborah L. Greiner, RN, MSN, FNP  
Colleen M. Griffin, RN, MSN,  
FNP, PNP, RNP

Kathleen P. Guarino-Goba, RN,  
NPP  
Christine Ide, RN, MS, PNP  
Deborah A. Karinski, RN, MSN,  
FNP, RNP

Elizabeth A. Kirby, RN, NPP  
Kelley M. Lavine, RN, MS, PNP  
Martha Mance, RN, MS, RNP  
Kathryn R. McLean, RN, NPP  
Maryalice Murray, RN, NPP  
Julie H. Nye, RN, NPP  
Maureen T. O'Connor, RN, MSN,  
PNP, NNP, RNP  
Christine A. Smiley, RN, NPP

**Nutritionists**

Elizabeth Campo, RD, LDN,  
CNSD  
Gail Cardi, MS, RD, LDN  
Leslie Turner McKinley, MS, RD,  
LDN  
Lynn E. Przystac, RD, LDN  
Bonnie L. Seekell, MS, RD, LDN

**Research Scientists**

Judith Mercer, CNM, DNSc, RN  
Surendra Sharma, MBBS, PhD  
Sunil Shaw, PhD  
Mary C. Sullivan, PhD, RN  
Y. T. Tseng, PhD  
Ting Zhao, MD

**Neonatal Follow-Up Clinic Program**

**Director**

Betty R. Vohr, MD

**Associate Division Manager**

Lucy Noel

**Psychologists/Psychometrists**

Theresa Leach, BA, MS  
Victoria Watson, MS

**Hearing Assessment Program**

**Medical Director**

Betty R. Vohr, MD

**Division Manager**

Mary Catherine Hess, MA

**Audiology Coordinator**

Winnie Chung, AuD

**Staff Audiologist**

Courtney O'Neil, MS, CCC-A,  
AuD

**Audiology Clinic**

**Medical Director**

Betty R. Vohr, MD

**Audiology Director**

Winnie Chung, AuD

**Clinical Audiologist**

Courtney O'Neil, MS, CCC-A,  
AuD

**Brown Center for the Study  
of Children at Risk**

**Director**

Barry M. Lester, PhD

**Clinical Director**

Cynthia Miller Loncar, PhD

**Research Director**

Linda L. LaGasse, PhD

**Senior Division Manager**

Kevin J. Curran, BS

**Program Coordinators/Clinical Staff**

Dan Bagner, PhD  
Suzy Barcelos-Winchester, MA  
Rose Bigsby, PhD, ScD, OTRL  
Heather Chapman, MD  
Elizabeth Danella, MOT, OTR/L  
Sheri DellaGrotta, MPH  
Lynn Andreozzi Fontaine, PhD  
Ronnesia Gaskins, PhD  
Katherine Halloran, MA  
Kathleen Hawes, MS, RN, PCNS  
Pamela C. High, MD  
Jennifer Keller, MS, OTR/L  
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