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Our mission is to coordinate and deliver the highest quality, accessible health services, which enhance the health of all Cape Cod residents and visitors.

We are committed to being compassionate, respectful and professional in the way we deliver care.

To being relentless in pursuing the highest standard of quality through continuous improvement, emphasizing the power of teamwork.

To being honest, ethical and open in all our relationships.

To being responsible stewards of the community’s resources by working efficiently and cost effectively.

To serving all without regard to sex, race, creed, residence, national origin, sexual orientation or ability to pay.

Cape Cod Hospital
Falmouth Hospital
Cape Cod Healthcare Foundation
VNA of Cape Cod
Bourne Health Center
Fontaine Outpatient Center
Rogers Outpatient Center
Stoneman Outpatient Center
Wilkens Outpatient Medical Complex
Clark Cancer Center
Davenport-Mugar Cancer Center
Cape Cod Surgery Center
North Falmouth Surgery Center
Oppenheim Medical Building
Heritage at Falmouth
JML Care Center
CCHC Laboratory Services
Centers for Behavioral Health
Cape Cod Health Network
Medical Affiliates of Cape Cod
Emerald Physicians
DeWitt P. Davenport
Chairman of the Board
Cape Cod Healthcare
As 2018 draws to a close and we reflect on the state of Cape Cod Healthcare, we, the members of the Board of Trustees, are confident that we are well prepared to meet the future. The system is strong, healthy and in excellent administrative and clinical hands.

In the ever-changing world of healthcare, it is crucial that organizations be nimble and adaptable in order to continue to meet the needs of their patients and community. Fast-paced technological change, alone, requires considerable resources and know-how to keep healthcare systems up-to-date and competitive. Coupled with the new and innovative training and skill sets required in the clinical and business aspects of healthcare, we are constantly challenged to keep pace.

This is why we are fervently committed to maintaining the independence of Cape Cod Healthcare. The agility needed to respond to the new healthcare world requires local governance and local resources.

The CCHC Board of Trustees is comprised of a diverse set of members with a variety of expertise and backgrounds. Many are working in areas outside of healthcare and therefore bring ideas from other industries that can be applied to enhance and further our mission. This disparate set of voices is the great strength of the CCHC Board of Trustees and allows us to have a multidisciplinary approach when advising CCHC management. Our bylaws call for the rotation of board members on and off the board every few years, in order to keep the ideas and guidance fresh.

As a board, our charge is to work with the president and CEO to develop ideas and strategy for the best ways to remain relevant, while at the same time continue to elevate the quality of care provided here. Our focus is on tomorrow, not necessarily on today.

We recognize that independence does not mean isolation. The best path forward is through a unified approach within CCHC and also through alliances – with our physicians, employees, community and, sometimes, with outside health organizations and programs.

We have the privilege of presiding over a high-quality healthcare system that has grown and prospered to a level many Cape Codders could not have imagined 10 years ago. The idea that you could stay on Cape Cod to receive the vast majority of your healthcare – and know you would receive the same, if not better, treatment as you would at an academic medical center in Boston – at one time seemed out of reach. Today it is not only possible, it is a reality.

We are extremely grateful to the residents of Cape Cod who have believed in and invested in this achievement. This is, indeed, Cape Cod’s own healthcare system and we are committed to making sure it will remain so for years to come.

DeWitt P. Davenport
Chairman of the Board
Cape Cod Healthcare
CEO’s Message

Michael K. Lauf
President and CEO
Cape Cod Healthcare

A Time of Change
Cape Cod Healthcare in 2018 is in an incredible position. We have opportunities and possibilities today that we simply didn’t have five years ago, because of the hard work of the 5,000-plus people who work here and an incredible community that supports us. We have grown, we have re-invested and we have righted our financial ship.

My message this year is one of optimism. We are creating the best healthcare system possible to serve this amazing region. We are continuing our work as the Cape’s only safety net healthcare institution, because that is at the core of our mission. And we are dedicated to maintaining our position as a vital part of our community, whether it be through providing top-quality care, employment, economic impact or community benefits.

What I am proudest of in my entire 10-year career at Cape Cod Healthcare is how we’ve worked hand in hand with our community to become relevant. The residents and visitors on Cape Cod trust us again. They trust that when they need us, we are there for them, delivering the appropriate, best care possible in modern, safe, comfortable facilities with state-of-the-art technology.

We are focusing on efforts to not only provide exceptional treatment of disease and conditions, but also on programs and initiatives that will keep our citizens healthy in the first place. For us, the future really is about taking care of our community; taking care of the people who live here and visit here.

Soon, we will be creating new patient floors and treatment units that will absolutely redefine cancer care here on the Cape. In so doing, we will create more access, bring new clinical trials, enhance protocols and pathways, and ensure the recruitment of the best physicians and staff.

As always, we are placing the patient at the center of all we do.

We will also be expanding our cardiology services and patient care areas to not only improve upon what we do in the interventional, imaging and surgical space, but the medical space as well. We are determined to bring our pre-eminent service lines into modern, state-of-the art facilities. With this emphasis on modernization and access, we will enhance our place as a tertiary medical center in a community setting.

Our surgical areas in our hospitals will also be growing and improving because, as more and more operative cases are done here, and more and more people are coming here because of our quality, we must have the specialists in place to care for them.

By gaining market share, we’re investing in Cape Cod. Every single dollar we make is put back into this community, making us an efficient, high quality health system with multiple access points and more planned for the future. We’re creating dynamic service lines that provide care for every condition.

Treatment in Boston now is an option, not the only option.

We are also taking care of our community in other ways. As the Cape’s healthcare system, we feel an obligation and a duty to address key social issues that are affecting our region, such as the opioid epidemic and increasing behavioral health issues. We have invested millions of dollars into these causes and continue to recruit the necessary providers to serve this population. There are many programs and services now in place to address substance use disorders and behavioral health issues that simply weren’t there five years ago. And that makes me optimistic that we can help turn the tide.

A TIME OF CHANGE

continued on next page
In the economic arena, we have done things like invested in outpatient centers and urgent care facilities in order to lower costs and expand access. Elsewhere, we invested in the Cape Cod Community College Nursing School in order to create better educational and employment opportunities. We will continue to support programs that improve the job outlook because we understand that economic mobility is every bit as important as some of the other major issues that are dominating the headlines.

Because of our improved position, I am confident that Cape Cod Healthcare will remain an independent community organization that will partner strategically with other institutions, groups and programs to ensure that we have the latest and greatest in clinical care. We will choose these partnerships wisely and in the best interest of our patients, this organization and this community.

We are going to continue to join forces with our physicians, because access and clinical outcomes still need physician leadership.

And we’re going to better partner amongst ourselves, because the future of Cape Cod Healthcare is also about integration. I look forward to this health system transitioning from one that has been independently-based entities under a system umbrella to a fully integrated institution managing and collaborating on patient care issues. We will share the necessary information between all of our different centers and outposts to ensure that people are getting the best single amount of care they can at each and every stop along their journey of care with us.

We will continue to place a high value on home care services, primary and specialty care, assisted living and skilled nursing - all complete and valuable members of our team that enable us to keep these vital services on Cape Cod.

Make no mistake; there are real challenges ahead for healthcare institutions and Cape Cod Healthcare, specifically. We are heavily reliant on governmental payers and the shifting sands of reimbursement, with little or no input from us, creates a significant financial burden. Healthcare is also heavily regulated, which adds additional overhead and costs. The challenge is how to maintain our independence with all the investments that are needed to keep us relevant, while at the same time battling reimbursement issues, alternative payment methodologies, and all the different reporting requirements that are thrust upon us.

How do we do it all and do it exceptionally well? By continuing on a course of looking upward and outward. By managing to a fixed budget, investing in IT, technologies and exceptional people. We are continually creating new and innovative ways to meet the challenges of the future, and that is why the outlook is so bright for Cape Cod Healthcare.

I am confident that we have the resources, the people and the plans in place to be a top-tier healthcare system that our residents and visitors can trust with their health - the most precious commodity they have.

Michael K. Lauf
President and CEO
Cape Cod Healthcare
Centers of Excellence
The Cape Cod Healthcare Heart & Vascular Institute combines the expertise of community cardiologists, cardiac surgeons, interventional cardiologists, interventional radiologists, vascular surgeons, and cardiac hospitalists at Cape Cod Hospital in Hyannis and Falmouth Hospital in Falmouth.

The team utilizes state-of-the-art, cutting-edge technology to perform the latest diagnostic and therapeutic procedures for our patients.
Cardiac Surgery

Cape Cod Hospital is one of just two community hospitals licensed by the state to perform cardiac surgery. Our surgeons are affiliated with Brigham & Women’s Hospital in Boston and are trained to perform the latest procedures, including minimally invasive mitral valve repair. This procedure allows valve replacement or repair to be performed with the smallest of incisions, leading to a rapid recovery.

Our cardiac surgeons also work with our board certified electrophysiologists to offer patients the convergent procedure, a new way to treat atrial fibrillation.

Specially trained and skilled board certified cardiac anesthesiologists are an integral part of the cardiac surgery team.

*Consumer Reports* rated the success rates of the Cape Cod Hospital Cardiac Surgery program the best in the Northeast and among the best in the nation.

Interventional Cardiology

Outcomes of the Interventional Cardiology program at Cape Cod Hospital have consistently been among the best in the nation over the last decade. The hospital led the state with the lowest 30-day unplanned readmission rate for Medicare inpatients requiring stent procedures, according to a study conducted by Dexur using Centers for Medicare and Medicaid Services (CMS) between 2013 and 2016. The next lowest unplanned readmission rate was more than twice as high.

The CCHC Structural Heart Program team performs highly specialized procedures for patients, some of whom are high-risk due to age or illness. The team consists of board certified interventional cardiologists working with technologists, nurses and physician assistants to bring top-quality care to patients.

The Transcatheter Aortic Valve Replacement, or TAVR, avoids the trauma of surgically opening the chest to replace the damaged aortic valve. TAVR interventional specialists enter less-invasively through a small needle hole in the femoral artery in the upper leg and then, guided by X-ray and ultrasound technology, insert a catheter tube to place the new valve. The procedure allows older, more frail patients to stay close to home for treatment.

The team is also expert at the MitraClip™ Transcatheter Mitral Valve Repair, or TMVR, which offers an option for the treatment of mitral valve regurgitation. The interventional cardiologists, working with dedicated cardiac imaging specialists, perform this minimally invasive procedure that may be an option for patients with mitral regurgitation who are too sick or frail for surgery. The patient’s heart is accessed through a vein in their leg and the mitral valve is repaired using MitraClip therapy.
• **Community Cardiologists** – Cardiac patients begin their journey through diagnosis and treatment with their own board certified cardiologist.

• **Cardiac Hospitalists** – When a patient is hospitalized with a cardiac condition at Cape Cod Hospital, they are seen by one of our four board certified cardiologists expert in inpatient cardiology care. CCH is one of very few community-based hospitals in the country to feature such a program. Cardiac hospitalists are on-site in the hospital day and night to give patients prompt attention and to consult with other physicians.

• **Cardiac Imaging** – Cape Cod Healthcare has a level of expertise in cardiac imaging usually reserved for academic medical centers. Cardiac MRI, Cardiac CT and 3-D Transesophageal Echocardiography, overseen by an advanced fellowship-trained cardiac imaging specialist, are three sophisticated imaging modalities available at CCHC.

• **Interventional Cardiology** – Patients in need of emergency or elective cardiac intervention due to coronary artery disease, or in need of heart valve replacements for which they are too weak or fragile, have the latest care available to them at CCHC. Cape Cod Hospital has some of the fastest ‘door-to-balloon’ times in the country, meaning patients receive life-saving care within minutes of coming to the hospital. This equates to survival rates rivaling any program in the nation.

In addition to TAVR and TMVR valve procedures, our interventional cardiologists, working with cardiac electrophysiologists, perform procedures like the Watchman™ for patients suffering from atrial fibrillation.

• **Cardiac Electrophysiology** – Our board certified cardiac electrophysiologists are treating patients with heart arrhythmias with the latest, least invasive techniques available. Patients with a slow heart rhythm can now be treated with the Micra™ Transcatheter Pacing System, which offers pacemaker technology at a fraction of the size of a standard device, with no wires or separate battery.

• **Cardiac Surgery** – Our Brigham and Women’s Hospital-trained and affiliated board certified cardiac surgeons and cardiac anesthesiologists anchor a team that has decades of training and experience. The coronary bypass, aortic valve and mitral valve surgical techniques they employ are the latest modalities, with outcomes that are among the best in the nation.

• **Heart Failure Clinic** – This Hyannis facility helps heart failure patients stay active and avoid hospitalization through a personalized, team-based approach to managing symptoms. Our Clinic team coordinates care between the patient, clinic and their physician. Clinic patients learn about lifestyle changes and other ways they can manage their condition and live longer.

• **Cardiac Rehabilitation** – Patients who suffered a cardiac event, whether it was a heart attack, stent placement, cardiac surgery or other procedure, have access to two CCHC Cardiac Rehab programs – one at Falmouth Hospital and the other at Cape Cod Hospital in Hyannis. The program helps patients regain their strength and return to the highest level of activity possible.
Orthopedic care at CCHC is provided by a team of highly skilled, experienced physicians, nurses, physician assistants, physical therapists and other professionals trained in orthopedics. Our surgeons and advanced practice clinicians specialize in treating common and complex foot and ankle, hand, shoulder, knee, elbow, hip, and sports injuries and conditions, as well as adult reconstructive surgery.
Our orthopedic specialists at Cape Cod Healthcare are experienced in diagnosing and treating osteoarthritis and inflammatory arthritis. Arthritis can occur in any joint in the body, often causing pain, limitation in motion, stiffness and tenderness in the joint. Treatments, which depend on the type, location, severity and patient activity level, can include physical therapy, anti-inflammatory medications, cortisone or steroid injections, arthroscopy and joint replacement surgery. Our surgeons begin with the least invasive option first, and are skilled in knowing when arthritis becomes so severe that joint replacement surgery is necessary.
• **Foot and Ankle Surgery** – CCHC foot and ankle specialists use a variety of techniques to treat complex conditions such as bunions, curled toes, hammertoes, fractures, osteoarthritis, corns and much more. Treatment options vary, depending on the nature of the condition, always beginning with the most conservative option. After careful diagnosis, they work with patients to develop a customized care plan designed for optimal recovery. When conditions call for it, our foot and ankle specialists are experienced and skilled in total ankle replacements.

• **Hand Surgery** – Ligaments, cartilage, tendons and bones can suffer damage due to industrial and home accidents, sports and other injuries. Our hand specialists at CCHC return patients to good health and the activities they love through a variety of treatments tailored to the patient’s specific case.

• **Total Joint Surgery** – While non-surgical treatments are often successful in treating orthopedic conditions, when surgery is unavoidable our teams at the Total Joint Centers at Cape Cod Hospital and Falmouth Hospital are trained in the latest procedures. Our surgeons are skilled in the antero-lateral hip replacement procedure, which involves accessing the hip area through an incision more towards the front and side of the hip, than the traditional approach from the back. The procedure, for eligible patients, results in a faster recovery time, smaller scar and lower risk of dislocation than the traditional method.

Following the latest protocol for some joint replacement surgery patients, Cape Cod Hospital and Falmouth Hospital, each, this year had the first patient released from the hospital to home the day of surgery. Follow-up care from the Visiting Nurse Association enabled the patients to recuperate and rehabilitate at home.
The Cape Cod Healthcare Regional Cancer Network brings together a team of specialists working in each area of oncology, who offer the latest technologies and treatments to our patients. They work collaboratively to develop comprehensive treatment plans that are unique to each patient. The team coordinates the most appropriate care to ensure that all patients who can be treated here remain on Cape Cod, close to their home, family and support systems.
Changes in technology over the past two decades have revolutionized all aspects of cancer care. A myriad of specialized testing now allows oncologists to not only identify tumors, but to also determine the most effective therapy for each cancer, based on its genetic sensitivity.

Our medical oncologists have a large number of chemotherapy and non-chemotherapy systemic treatment options. Newer modalities of treatment include targeted agents, directed at specific cellular proteins or genetic abnormalities, and immunotherapy agents that work via stimulation of the patient’s own immune system. These options exploit novel mechanisms of action, both to treat cancer, as well as to prevent cancer recurrence.

Our radiation oncologists, too, have the latest technology here at CCHC. External beam radiation therapy uses powerful X-rays delivered from outside the body to destroy tumors within, while minimizing damage to surrounding tissues. Image-guided radiation therapy (IGRT) delivers precise doses of radiation to the tumor through real-time imaging. Intensity modulated radiation therapy (IMRT) treats tumors from multiple directions with higher doses. And stereotactic radiosurgery (SRS) focuses high-power radiation on brain and lung tumors in one session. Brachytherapy delivers radiation inside the body through radioactive seeds or sources placed in or near the tumor. High-dose rate (HDR) therapy targets radiation in precise, controlled doses, reducing the number of treatments needed for breast cancer and gynecological cancers.
Comprehensive Services – Cape Cod Healthcare provides a full spectrum of services to expertly diagnose, treat and support cancer patients. Nearly all types of cancers can be treated right here on Cape Cod at Davenport-Mugar Cancer Center at Cape Cod Hospital and Clark Cancer Center at Falmouth Hospital. For the very rare cancers that we do not treat, we work closely with Dana-Farber Cancer Institute in Boston to ensure patients receive the most optimal care.

Cancer services available at CCHC include:

- Radiation and Medical Oncology
- Cancer Surgery and Reconstruction
- Multi-disciplinary Tumor Boards
- Survivorship Programs
- Financial Assistance Program
- Lung CT Screening
- Microwave ablation
- Nutrition

Radiation and Medical Oncology – Cancer Rehabilitation at Falmouth
Cancer Surgery and Reconstruction – Hospital and Cape Cod Hospital
Multi-disciplinary Tumor Boards – Support Groups
Survivorship Programs – Clinical Research
Financial Assistance Program – Hospice Care

Lung CT Screening – Patients at high risk of developing lung cancer, who do not have symptoms of disease, now have the option of a low-dose computed tomography (LDCT) scan. The LDCT, which is available for patients at CCHC, has approximately 25 percent less radiation than a normal chest CT and offers qualified patients the opportunity to have tumors identified at an early and more treatable stage. The U.S. Preventive Services Task Force recommends annual screening for lung cancer for those who have a history of heavy smoking, who smoke now or have quit within the past 15 years, and are between 55 and 77 years old.

Microwave ablation – A new technique, known as microwave ablation, is a minimally-invasive procedure that removes tiny lesions found in the lung during screening before they grow into life-threatening tumors. The procedure, which is performed by a surgeon working with an interventional radiologist, uses electromagnetic waves emitted by a tiny, needle-like device which create thermal energy and destroy solid tumors. The procedure allows patients to be screened without the removal of a section of the lung. The technique can also be used on early tumors of the kidney, liver and bone.

Nutrition – An innovative nutrition program for CCHC cancer patients offers customized nutritional consultation with a registered dietician. The dietician provides disease-specific counseling and a care plan for the best way to stay properly nourished during treatment. The program was made possible by a grant from the American Cancer Society, working closely with the Compass of Hope Committee, a group of local volunteers who coordinate the annual Compass of Hope Gala, which raises money for cancer services on Cape Cod.
Centers of Excellence
Cape Cod Healthcare is one of the few community health systems in the state offering complex neurosurgery care. Our five neurosurgeons work with four advanced practice clinicians to treat a spectrum of brain, spine and peripheral nerve conditions.

Neurologists at CCHC offer a spectrum of diagnostic and treatment options, providing the latest, evidenced-based care.
Our neurosurgeons are board certified and trained at top medical schools in the U.S. Combined, they have performed countless complex surgeries and have developed exceptional expertise and experience, with outstanding outcomes.

At CCHC, we offer a complete slate of cervical, thoracic and lumbar procedures, such as disectomies and fusions, laminectomies, tumor resections, Kyphoplasty, cavernous malformation of the brain, and craniotomies. The latest diagnostic tests and a comprehensive pain center round out the CCHC neurosurgery services.

Our neurosurgery experts perform a wide range of spinal and cranial procedures, as well as perform diagnostic tests to find the most effective solution to neurological problems. They are skilled and experienced in craniotomy procedures for the treatment of meningiomas (brain tumors), epidural hematomas, and intracerebral hematomas, a specialty that is rare in a community medical center setting.

Our neurology experts treat a wide range of complex and chronic neurologic conditions, such as stroke, Parkinson’s disease, Alzheimer’s disease and ALS. Our neurologists work closely with primary care providers and other specialists within the CCHC system to collaborate in the diagnosis and treatment of patients with neurologic conditions. Our neurology team has launched a comprehensive dementia care center, aligning care groups and community resources in order to provide proactive, best-practice care to our patients.

Our neurologists are also doing some innovative procedures, tests and treatments around epilepsy and seizures, as well as the latest treatment options for multiple sclerosis, including infusions at the CCHC Infusion Center. They are also trained and experienced in the latest treatments for migraine headaches, including Botox® injections.
• **OsteoCool** – OsteoCool™ Radio Frequency Ablation System delivers precision-guided energy to destroy cancer cells in the spine. It has dual probes and a built-in cooling mechanism to allow for better preservation of healthy tissue. Neurosurgeons can also use it to perform other procedures, like Kyphoplasty, at the same time. The OsteoCool system is most often used to treat patients who have painful metastatic cancer in the spine and is also useful when the cancer has caused neurological deficits in the patient.

• **Joimax® Procedure** - Our neurosurgeons were the first to perform the minimally invasive transforaminal endoscopic discectomy procedure for patients with herniated discs. Also known as the Joimax® procedure, the minimally invasive operation involves a small incision in the patient's side, which allows the surgeon to reach the disc while avoiding ligaments, muscles and bones. Doing as little damage to the spine as possible to accomplish the surgical goal results in a better outcome for the patient.
Advances in breast health services in recent years have provided several new technologies, screenings and treatment options – all of which are available right here on Cape Cod, due to investments in new technology and the training, skill sets and dedication of our physicians, clinicians and technologists.
Two of the latest breast cancer screening options to have arrived at CCHC are 3D mammography and an abbreviated MRI known as FAST MRI. Studies have shown that 3D Mammography, also known as tomosynthesis, increases the detection rate of cancer, while reducing the number of false positives. Not only is 3D mammography more accurate in detecting abnormalities, it also helps determine their size, shape and location. It makes it easier to distinguish more serious cancer from non-invasive types.

For those who need breast cancer or gynecological cancer treatment, comprehensive treatment plans are developed for each patient. Many cases are reviewed at weekly tumor boards at Cape Cod Hospital and Falmouth Hospital, where multi-disciplinary groups of pathologists, surgeons, oncologists, nurse practitioners, plastic surgeons, rehab experts, radiologists, and others meet to discuss how to best treat the patient.
• **Hidden Scar** – Hidden Scar Surgery™ is a type of oncoplastic surgery that uses traditional plastic surgery techniques combined with breast surgical oncology to minimize the cosmetic impact of surgery. Oncoplastic-trained surgeons look for ways to effectively remove tumors while preserving the natural appearance of the breast. Cape Cod Hospital represents the only Hidden Scar Center of Excellence in the Commonwealth.

• **Genetic Testing** – Genetic testing available at CCHC can calculate a woman's or man's risk of developing certain cancers with a certainty of 99.92 percent. Cape Cod Healthcare's High Risk Hereditary Cancer Program is conducted at Cuda Women’s Health Center in Hyannis and Seifer Women’s Health and Imaging Center in Falmouth. Physicians there look at 28 different genes that are associated with eight different cancers. Knowing a patient's risk of developing cancer due to their genetic predisposition can help them and their care team decide on preventive treatment options and future care.

All 32,000 women who have mammography services at one of the two CCHC breast centers each year are screened for their eligibility for genetic testing.

• **FAST MRI** – FAST MRI uses magnetic energy and contrast to create images in a shorter period of time than conventional MRI tests (less than five minutes, instead of 20-30 minutes). Unlike mammography, which focuses on anatomical density, distortion and calcifications, MRI detects vascular activity and inflammation associated with cancer.

• **Cardiac Services for Women** – We recognize the unique needs of women when it comes to their heart. Heart disease is the leading cause of death in women and men in the U.S., and women often experience symptoms differently. Women often seek care later because they attribute symptoms to a less serious cause. Our cardiologists in the community and in the hospital work are attuned to these differences and work with women to help diagnose and treat heart conditions, and educate them on the signs and symptoms to take seriously. In addition, they are taught how to recognize and mitigate the risk factors for heart disease.
Cape Cod Healthcare’s expert primary care physicians are well-trained, skilled and experienced. Our providers are the first contact for many patients at Cape Cod Healthcare, and are backed by the full resources of the healthcare system. Their patient-centered approach ensures personalized treatment and exceptional care. Our primary care physicians, nurse practitioners, physician assistants and their teams coordinate optimal care for their patients, including referrals to the appropriate medical specialist, when necessary.
The Primary Care service line is crucial to the future of Cape Cod Healthcare and healthcare in general, since access to primary health services is at the crux of healthcare reform at the state and national level. The acquisition of Emerald Physicians in 2014 was a chance to incorporate new models of care into the existing CCHC primary care program. We are creating a new patient-centered approach by integrating the strengths from different models.

Primary care providers, including the doctors at Emerald and at Medical Affiliates of Cape Cod and across the system work collaboratively with the CCHC Emergency Centers and Urgent Care Centers to ensure patients have follow-up care after they leave these facilities.
• **Advanced Access** – Coming in 2019, in an effort to better meet the demand for primary care in our community, we will be streamlining the process to make it even easier for a new patient to access and establish with a Cape Cod Healthcare primary care provider.

Known as Advanced Access, this new system will allow for all primary care providers to welcome a select number of new patients every week. The demand for primary care on Cape Cod is high, and our primary care service line is integrating toward one unified service to meet that need, offering the best of Emerald Physicians and Medical Affiliates of Cape Cod.

With Advanced Access, a new patient will have 42 primary care physicians across the Cape to choose from. Depending on that patient’s requirement, a dedicated New Patient Coordinator will find the right doctor in a convenient location on a day that best fits the patient’s schedule. Appointments for the same or next day will be offered to patients who would like to be seen right away, and every attempt will be made for all new patients to be seen within two weeks of their initial call with a patient coordinator. Whether a new patient needs an annual physical or just a quick visit for a sinus infection, a coordinator will work with the patient to schedule an appointment that meets their need.

We will also be offering new patients convenient options to initially access a primary care appointment. A new patient will be able to call one convenient number to connect with the New Patient Coordinator team. They will be offered the option of requesting an appointment online, whereby a coordinator will call to set up an appointment.
Specialty care available at Cape Cod Healthcare includes:

Addiction Medicine  
Allergy/Immunology  
Anesthesiology  
Cardiac Surgery  
Cardiology  
Colon and Rectal Surgery  
Critical Care Medicine  
Dentistry  
Dermatology  
Emergency Medicine  
Endocrinology  
Family Medicine  
Gastroenterology  
General Surgery  
Geriatric Medicine  
Hand Surgery  
Hematology  
Hospital Medicine  
Infectious Disease  
Internal Medicine  
Interventional Cardiology  
Interventional Radiology  
Nephrology  
Neurological Surgery  
Neurology  
Obstetrics and Gynecology  
Occupational Medicine  
Oncology (Medical)  
Oncology (Radiation)  
Ophthalmology  
Oral and Maxillofacial Surgery  
Orthopedic Surgery  
Otolaryngology  
Pain Medicine  
Pathology  
Pediatrics  
Physical Medicine and Rehabilitation  
Plastic Surgery  
Podiatry  
Psychiatry  
Pulmonary Medicine  
Radiology  
Rheumatology  
Thoracic Surgery  
Urology  
Vascular Surgery
Cape Cod Healthcare invests more than $25 million each year in community health initiatives, including charity care, hospital-based programs, grants to community based organizations, collaboration with federally-qualified community health centers and workforce development projects. Our Community Benefits program infuses more than $1 million in funding annually to local non-profit organizations to address the most pressing problems facing our region.

CCHC collaborates across the region with community partners to assess community needs, identify promising programs, and implement strategies to improve people’s health. Through an open and competitive Annual Strategic Grants program, CCHC-funded projects have ranged from wellness programs for cancer patients, to Hepatitis C testing and surveillance programs, to support for caregivers of individuals with Alzheimer’s disease, to expanding mobile food pantries to new communities across the region.

CCHC’s Centers for Behavioral Health increased staff capacity and outpatient services to improve access and strengthen regional health services for individuals with mental health, substance use and co-occurring disorders. As a partner in new privatized services awarded by The Massachusetts Department of Mental Health, CCHC staff collaborated with community-based agencies, coalitions, advocacy groups, and law enforcement to implement a new model of crisis intervention services for our region. CCHC is also a collaborative partner with the Massachusetts Department of Public Health and Massachusetts Department of Mental Health on the “Zero Suicide” initiative to promote suicide prevention and reduce suicide deaths on Cape Cod and the islands of Martha’s Vineyard and Nantucket.

Substance Use Disorder – Substance use disorders, due to drugs or alcohol, are among the most challenging issues facing the nation, our state and Cape Cod. CCHC is committed to supporting evidenced-based programs in the community that provide services to those struggling with the disease of addiction. Since 2013, CCHC has committed more than $3.6 million to support local programs that expand access to treatment and prevention efforts in our region.

Grant-funded projects include youth prevention programs, an Overdose Prevention partnership between local law enforcement and Gosnold on Cape Cod, as well as Recovery Specialists embedded in the emergency departments at Cape Cod Hospital and Falmouth Hospital to assist patients seeking treatment and recovery.

The grants also enable the expansion of the Medication-Assisted Treatment programs at the four federally-qualified health centers on Cape Cod: Community Health Center of Cape Cod, serving the Upper region of Cape Cod; Duffy Health Center in Hyannis; Harbor Community Health Center in Hyannis; and Outer Cape Health Services serving the Lower and Outer regions of Cape Cod. Direct referrals to these programs are made by Falmouth Hospital and Cape Cod Hospital for patients in need of services and support.
Working with Others

Michael F. Collins, MD, FACP, Chancellor of the University of Massachusetts Medical School and Michael K. Lauf, President and CEO of Cape Cod Healthcare
Partnering with others who have complementary resources and offerings helps build a strong health system. Cape Cod Healthcare is working with some of the best medical institutions in the state to bring specialized programs to our hospitals.

Partnerships include:

**University of Massachusetts Medical School (UMMS)**
Cape Cod Healthcare is a teaching affiliate of UMMS. Students complete clinical rotations in surgery, neurology, obstetrics and gynecology, psychiatry and family medicine at Cape Cod Hospital. CCHC Chief Medical Officer Donald A. Guadagnoli, MD is associate dean of the college. The academic affiliation is also a way to introduce emerging physicians to CCHC and the surrounding community, so that some will decide to practice on Cape Cod after completion of their training.

**Cape Cod Community College**
CCHC and Cape Cod Community College joined forces to enhance the nursing program at the college in West Barnstable. CCHC invested $1 million into the program to help support the expansion and renovation of the existing facilities and nursing program. The expansion enabled the college to enroll an additional 32 nursing students each year who will earn their Associate of Science Degree in Nursing. After they pass the state RN exam, they are eligible for hire at CCHC, and help fill up to 70 jobs each year. With the expanded learning sites at the college and internship opportunities, graduating RN nurses are able to enter the workforce for the first time as Novice Nurses. This strengthens the college’s dual admissions program with UMass Boston’s Bachelor of Science in Nursing program on the 4Cs campus.

**Brigham and Women’s Hospital**
Cape Cod Hospital has a long-standing partnership with the Boston institution for our cardiac surgery and anesthesiology services.

**Boston University Residency Program** – Surgical residents at Boston University Medical School complete their residency at Cape Cod Hospital, receiving training and mentoring from our highly skilled and experienced physicians.

**Tufts Floating Hospital for Children** – The Pediatric Hospitalist program at Cape Cod Hospital features Tufts physicians. The program offers around-the-clock pediatric consultation and treatment.
Quality Outcomes
Each year, Cape Cod Healthcare receives many recognitions and awards for clinical quality and outcomes, and administrative excellence.

**America’s 100 Great Community Hospitals:** CCH has been named to the list of America’s 100 Great Community Hospitals by *Becker’s Hospital Review* for eight consecutive years.

**Leapfrog Hospital Safety Score:** Cape Cod Hospital continued its streak and for the seventh straight year achieved an ‘A’ score on the annual Hospital Safety Score. For the first time, Falmouth Hospital also earned an ‘A’ score on the Hospital Safety Score. The Hospital Safety Score is the gold standard rating for patient safety and is compiled by The Leapfrog Group, a non-profit hospital safety watchdog.

**IBM Watson’s Top 15 Health System:** Cape Cod Healthcare was in the top fifth of 338 health systems in the study, comparing well in all categories. Categories included mortality, readmission and experience data.

**HomeCare Elite™:** The Visiting Nurse Association of Cape Cod (VNA of Cape Cod) has been named to the HomeCare Elite™ list of top agencies in the U.S. for 13 consecutive years. Now in its 13th year, the HomeCare Elite reviews close to 10,000 home health agencies around the country and identifies the top 25 percent. The VNA of Cape Cod has been included in the top 25 percent for all 13 years. Agencies are ranked by an analysis of publicly available performance measures, including quality outcomes, best practice implementation, patient experience, quality improvement and consistency, and financial performance.

**Centers for Medicare and Medicaid Services (CMS) 5-Star Rating:** Cape Cod Hospital achieved a “5-star” rating for the first time in its history, and Falmouth Hospital achieved a “4-star” score by CMS’ Hospital Compare division. This system looks at 57 quality measures, such as patient experience, timeliness and effectiveness of care, complications, unplanned visit rates and value of care.

**Get With the Guidelines® Gold Plus Award:** Falmouth Hospital again received the Get With the Guidelines® Gold Plus Award for Stroke Care by the American Heart Association/American Stroke Association. This award recognizes the hospital’s commitment and success in implementing excellence in stroke care for patients, according to evidence-based guidelines.

**Standard & Poor’s CCHC Bond Rating:** Standard & Poor’s Global confirmed its long-term rating of ‘A+’ for Cape Cod Healthcare. The Rating Outlook remained “Stable.” S&P attributed the positive rating to CCHC’s financial profile as “strong, with consistently healthy financial operating performance in recent years.” Standard & Poor’s is a nationally recognized statistical rating organization designated by the Securities and Exchange Commission.
Blue Distinction Awards as Blue Cross Centers of Excellence:
Cape Cod Hospital
- Total Hip Replacement
- Total Knee Replacement
- Maternity
- Cardiac
- Spine Surgery
Falmouth Hospital
- Total Hip Replacement
- Maternity

Readmission Rates: Cape Cod Hospital was recognized as among the top three hospitals in the state with the lowest readmission rates in a report by the state Center for Health Information and Analysis (CHIA) in 2016. The report examined rates at specific hospitals and regions in the state. CCH has consistently been within the lowest quartile for readmission rates over the past several years.
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Chairman of the Board

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Cape Cod Healthcare and CEO Cape Cod Hospital

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Strategy and Government Affairs

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Managed Care Executive Director  
Cape Cod Health Network PHO

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Cape Cod Hospital

**Emily Schorer, CCP**  
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- Timothy Herrick, MD, FCCP  
  **Secretary/Treasurer**

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- Marcial Santos, MD  
  **IV Therapy**
- Michael Markowski, DO, FAAN  
  **Stroke Services**
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  **ICU**
- Richard Zelman, MD, FACC  
  **Interventional Services and Cardiology**
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  *Department of Medicine Chief*
- Nisha David, MD  
  *Department of Surgery Chief*

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- Bruce F. Levy, MD, FACC  
  *Cardiology*
- Michael Rest MD and Sarah Todd, MD, MPH  
  *Emergency Medicine*
- Vladimir Koren, MD  
  *Hospital Medicine*
- Elizabeth G. Murray, MD  
  *Obstetrics and Gynecology*
- Joseph Chase, MD  
  *Orthopedic Surgery*
- Leslie Max, MD  
  *Pathology*
- Emily C. O’Connell, MD  
  *Pediatrics*
- Mohammed Nourmohammadi, MD  
  *Radiology*
- Patrick J. Flynn, MD  
  *Wound Care*
Year in Review
Cape Cod Healthcare's core financial indicators continued to be strong in 2018, as illustrated in the following charts and graphs. The financial health of Cape Cod Healthcare allowed us to continue to invest in facilities, technology, programs and people.

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BALANCE SHEET</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash &amp; equivalents</td>
<td>$ 43,961</td>
<td>$ 32,313</td>
<td>$ 49,689</td>
</tr>
<tr>
<td>Investments at market value</td>
<td>481,320</td>
<td>450,110</td>
<td>362,892</td>
</tr>
<tr>
<td>Patient accounts receivable</td>
<td>94,140</td>
<td>88,097</td>
<td>90,462</td>
</tr>
<tr>
<td>Property, plant &amp; equipment</td>
<td>364,331</td>
<td>338,358</td>
<td>328,734</td>
</tr>
<tr>
<td>Other assets</td>
<td>152,524</td>
<td>146,708</td>
<td>147,798</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$1,136,276</td>
<td>$1,055,586</td>
<td>$979,575</td>
</tr>
<tr>
<td><strong>Liabilities &amp; Net Assets</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable &amp; accrued expenses</td>
<td>121,925</td>
<td>111,636</td>
<td>110,024</td>
</tr>
<tr>
<td>Due to 3rd parties</td>
<td>19,778</td>
<td>21,579</td>
<td>20,661</td>
</tr>
<tr>
<td>Long-term debt</td>
<td>157,115</td>
<td>165,705</td>
<td>173,619</td>
</tr>
<tr>
<td>Other liabilities</td>
<td>49,402</td>
<td>48,014</td>
<td>40,977</td>
</tr>
<tr>
<td>Net assets</td>
<td>788,056</td>
<td>708,652</td>
<td>634,304</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$1,136,276</td>
<td>$1,055,586</td>
<td>$979,585</td>
</tr>
<tr>
<td><strong>Operating Revenue</strong></td>
<td>921,437</td>
<td>872,578</td>
<td>837,767</td>
</tr>
<tr>
<td><strong>Operating Expenses</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; benefits</td>
<td>561,969</td>
<td>533,180</td>
<td>504,782</td>
</tr>
<tr>
<td>Supplies and services</td>
<td>295,998</td>
<td>272,608</td>
<td>254,698</td>
</tr>
<tr>
<td>Depreciation</td>
<td>36,536</td>
<td>32,147</td>
<td>31,899</td>
</tr>
<tr>
<td>Interest</td>
<td>5,688</td>
<td>6,319</td>
<td>7,864</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$900,191</td>
<td>$844,254</td>
<td>$799,243</td>
</tr>
<tr>
<td><strong>Operating income (loss)</strong></td>
<td>$21,246</td>
<td>$28,324</td>
<td>$38,524</td>
</tr>
</tbody>
</table>

*audited*
Moving Forward

As Cape Cod’s largest and most comprehensive healthcare organization, Cape Cod Healthcare is modeling the short-term and long-term impact of healthcare reform. The largest percentage of senior citizens in the state requires Cape Cod Healthcare to manage to Medicare reimbursements in order to maintain its overall financial health. A full 70 percent of Cape Cod Healthcare’s income is from government payers, Medicare and Medicaid.

We continue to focus on how healthcare reform will affect Cape Cod Healthcare, and we are managing the transition from a fee for service reimbursement environment to a value-based environment. As we look to manage and promote the health of the Cape Cod population, we will continue to focus on clinical quality, financial discipline, physician partnership and attention to process.
CCHC Current Credit Rating


<table>
<thead>
<tr>
<th>CORE OPERATING INDICATORS</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating margin</td>
<td>3.6%</td>
<td>4.0%</td>
<td>4.6%</td>
<td>3.2%</td>
<td>2.3%</td>
</tr>
<tr>
<td>Excess margin</td>
<td>4.8%</td>
<td>5.2%</td>
<td>5.9%</td>
<td>4.7%</td>
<td>7.7%</td>
</tr>
<tr>
<td>Revenue growth rate</td>
<td>8.4%</td>
<td>6.4%</td>
<td>7.8%</td>
<td>4.2%</td>
<td>5.6%</td>
</tr>
<tr>
<td>Expense growth rate</td>
<td>8.6%</td>
<td>6.0%</td>
<td>7.1%</td>
<td>5.6%</td>
<td>6.6%</td>
</tr>
<tr>
<td>Debt service coverage</td>
<td>4.1</td>
<td>4.6</td>
<td>5.2</td>
<td>4.6</td>
<td>6.6</td>
</tr>
<tr>
<td>Debt to capital</td>
<td>28.6%</td>
<td>26.1%</td>
<td>22.3%</td>
<td>19.4%</td>
<td>16.8%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>UTILIZATION TRENDS</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staffed beds</td>
<td>354</td>
<td>354</td>
<td>354</td>
<td>354</td>
<td>354</td>
</tr>
<tr>
<td>Discharges</td>
<td>21,045</td>
<td>21,907</td>
<td>20,925</td>
<td>21,314</td>
<td>22,144</td>
</tr>
<tr>
<td>Length of stay (days)</td>
<td>4.2</td>
<td>4.2</td>
<td>4.2</td>
<td>4.2</td>
<td>4.3</td>
</tr>
<tr>
<td>Surgical cases</td>
<td>14,520</td>
<td>14,426</td>
<td>14,653</td>
<td>14,239</td>
<td>13,827</td>
</tr>
<tr>
<td>Births</td>
<td>1,220</td>
<td>1,183</td>
<td>1,218</td>
<td>1,206</td>
<td>1,130</td>
</tr>
<tr>
<td>Emergency visits</td>
<td>118,108</td>
<td>119,183</td>
<td>119,805</td>
<td>113,169</td>
<td>111,574</td>
</tr>
<tr>
<td>Ambulatory services</td>
<td>163,848</td>
<td>162,789</td>
<td>204,332</td>
<td>204,145</td>
<td>213,557</td>
</tr>
</tbody>
</table>

_Fiscal year numbers_
The Cape Cod Healthcare Foundation is a registered charity created to support Cape Cod Hospital, Falmouth Hospital, the Visiting Nurse Association of Cape Cod, as well as ancillary services such as urgent care, surgical centers, laboratories and outpatient centers. Whether it’s new buildings, new equipment or new services and treatments, the Cape Cod community’s generosity continues to play a significant role in ensuring exceptional healthcare close to home, delivering the very best in skilled, compassionate care and outstanding treatments for residents and visitors to Cape Cod.

Philanthropic gifts from individuals, businesses, foundations, volunteer groups, special events and from Cape Cod Healthcare employees generated more than $14.4 million this year.

**Individual Giving**
From transformational gifts of millions of dollars to more modest monthly donations, people are the most generous source of philanthropic support. Grateful patients share their personal healthcare stories and loyal annual fund donors, including Lightkeeper participants, who support the annual fund at a significant level, provide generous yearly gifts that fund critical healthcare initiatives.

“As Lightkeepers for over 15 years, we’ve had the privilege of watching Cape Cod Healthcare evolve. Cape Codders are truly blessed to have such a dynamic health resource close to home, ready to deliver the highest quality care in their time of greatest need.”
- Fran and Bob Birmingham

**Businesses**
Many local businesses provide monetary gifts or donate in-kind goods and services to support an area of healthcare that is important to them. One local business, Koko FitClub Cape Cod, helps patients enrolled in Cape Cod Healthcare’s Cardiac Rehabilitation Program by donating Fitbits to help them in their pursuit of better health.

“We are happy to support patients every step of the way as they move through their final phase of rehab to enjoy a healthier life.”
- Tim Calise, co-owner of Koko FitClub Cape Cod

**Foundations**
Cape Cod Healthcare relies on public and private foundations to help fulfill its mission. For example, the Community Foundation for Nantucket and the Vineyard Golf Foundation provided the Visiting Nurse Association of Cape Cod funding for new laptops, telemonitors and mobile devices so caregivers could more effectively and efficiently meet the needs of an older patient population across a wide area.
Hospital Auxiliaries
The Cape Cod Hospital Auxiliary was honored for 75 years of service and for fulfilling their pledge to fund the new Emergency Center at Cape Cod Hospital. They are currently raising funds to support the expansion of behavioral health facilities at Cape Cod Hospital.

The Falmouth Hospital Auxiliary celebrated their 60th Anniversary and were lauded for their support of the Yawkey Emergency Center. They are currently raising money to name Patient Care Floor #3 at Falmouth Hospital.

Employee Giving
The ability to deliver extraordinary care depends on having the latest technology, best equipment and state-of-the-art facilities. Participation in giving sends a very strong message that employees take pride in the place that they work and that the work they do is worthy of support.

“I donate to the employee giving program because I have always thought these programs are a way of giving back to my community. I want the good care and service my family members have benefited from to continue. I have been an employee for 42 years!”

- Eileen McQuillan, Senior Unit Secretary in the Cape Cod Hospital Emergency Center

Events
Cape Cod Healthcare’s festive summer charity events raise money while honoring the people and places that have helped create, define and preserve the mission of Cape Cod Healthcare. In addition to summer parties organized by Cape Cod Healthcare, many generous community groups organize their own benefits, including the Eastward Ho! Golf Tournament, The Cummaquid Golf Tournament, Seaside LeMans, and the American Cancer Society Compass of Hope Gala, among others.

“The events are really very nice and Cape Cod Healthcare does it first class. One of my granddaughters raised her hand and donated $100 during the night of appeal to support cancer services and I was so pleased!”

- Blanche Seifer, North Falmouth

Planned Giving
Many individuals choose to invest in the future of Cape Cod Healthcare through bequests, trusts, charitable gift annuities and other planned gifts. Longtime Cape Cod Hospital auxiliars and sisters, Janet and Peg MacLeod of Centerville, created charitable trusts as part of their estate plans and named Cape Cod Hospital as a major beneficiary, helping to ensure exceptional healthcare for patients on Cape Cod for years to come.

*Deceased
DONORS

Cape Cod Healthcare Foundation is grateful for the generous support of the following individuals, foundations and organizations whose gifts of $250 or more were made between January 1, 2017 and September 30, 2018. New gifts and pledges made within this timeframe are acknowledged in full. Payments from pledges made in previous years are recognized at the payment level. An asterisk indicates a donor who is deceased. Acknowledging your generosity is very important to us; please contact the Foundation’s office at 508-862-5600 if you prefer your name is listed differently than it appears in this publication.

$1,000,000 and above
Anonymous (2)
The Davenport Family
Anne R. Hanley* and Mary B. Hanley*
Ruth Lilly Philanthropic Foundation
Lyndon Paul Lorusso Foundation of 2002
John and Marjorie McGraw
Mr. David G. Mugar
Hubert S. Tullock Trust
Yawkey Foundations

$500,000 to $999,999
Cape Cod Hospital Auxiliary
Falmouth Hospital Auxiliary
Margaret MacLeod Trust
David and Gail Oppenheim

$250,000 to $499,999
Anonymous
Charles L. Ayling Trust
The Cape Cod Five Cents Savings Bank Charitable Foundation Trust
Epstein Carver Family Foundation
Eastward Ho! Annual Hospital Benefit
Ms. Kalliope G. Garoufes*
Kristen Williams Haseotes & Family
Alice F. and Cortland J. Knipe Charitable Trust

$100,000 to $249,999
Anonymous
American Cancer Society
Bilezikian Family Foundation
Mr. Richard S. Cuda
Cummaquid Golf Club Annual Charity Golf Tournament
Mr. and Mrs. DeWitt P. Davenport
Dellbrook | JKS
Dorothy L. Drummey Charitable Remainder Unitrust
Andrew W. Edmonds Trust
The Francesca Fuchsmann Revocable Trust
Desmond and Ann Heathwood Hermann Foundation
Alfred Bernhard Jacobsen Trust
Michael and Jill Lauf
The Edith B. Mason 2001 Trust
Jim and Lisa Mooney
Mrs. Paula J. O’Keeffe
Bill and Marie Pastore and Family
C. Northrop Pond and Alethea Marder Pond Foundation

$50,000 to $99,999
Anonymous
Austin Foundation
June Blackmore Glover
The Breast Cancer Reconstructive Surgery Fund of The Cape Cod Foundation
Mrs. John H. Bush*
Mr. and Mrs. Richard L. Clapp
Howard and Barbara Fales Foundation
Paul and Phyllis Fireman Charitable Foundation
Estate of Cornelius J. Hickey
David and Missy McGraw
Jennie Sears McShane Trust
Mr. and Mrs. E. Van R. Milbury
Olga J. Noxon Trust
Optum, Inc.
Charles and Carol Peterman
Meta Hull Smith Trust
Estate of Josephine Snow
Carlotta and Thomas Soviero
Mr. and Mrs. Richard D. Stewart
Brenda Tanger
The Peter and Elizabeth C. Tower Foundation
Frank X. and Mary E. Weny Charitable Trust
Herbert and Susan Zarkin

$25,000 to $49,999
Anonymous (4)
The Beker Foundation
Fred J. Brotherton Charitable Foundation
Scott and Tracy Brown
Jean and Robert Buchanan
Mr. and Mrs. Robert W. Burke
Charles H. Bush Fund
Cape Cod Emergency Associates
The Women of Cape Cod National Golf Club
Joseph V. Charyk Trust
Mr. and Mrs. Stephen R. Clark
Ruth E. Cowell Trust
Mr. and Mrs. Robert E. Del Col Deloitte
Maureen S. DeMarco
Thomas C. Dunham Trust
Francis C. Eaton and Janet N. Eaton Trust
Robert L. Epstein Family Foundation
Falmouth Road Race
Mr. and Mrs. David A. Fausch
The Flatley Foundation
Mr. and Mrs. John A. Genest
Mr. and Mrs. David R. Grenon
Mr. and Mrs. W. Douglas Hajjar
G. Roberta Hart*
John and Gail M. Hull
Hyannis Honda and The Goodwin Family
Ingeborg Foundation
George Frederick Jewett Foundation East
Litwack and Lambert Family
Mr. Robert P. Madonna
Mark and Jennifer McCartin
Peggy and Gene McQuade
MEDCOM Architectural Group, LLC
Charlotte Mills Trust
Mr. and Mrs. Edward J. Mulcahy, Jr.
The Murphy Family - Falmouth Toyota
David and Ginger Murray
Mr. Robert A. Pemberton and Ms. Barbara Jordan
Royal Health Group
Mr. and Mrs. Gerald S. Schuster
Blanche Seifer
Nicole B. Silverman - The Silverman Family
The Richard A. and Susan F. Smith Family Foundation
The Elizabeth M. Wilson and Leslie J. Wilson Trusts
Mr. and Mrs. Frederick W. Wrightson III

$10,000 to $24,999
Anonymous (13)
Rex and Ellen Adams
Jane and Steven Akin
Mr. and Mrs. John W. Alden
Mr. and Mrs. Harry L. Alverson
Kevin and Patricia Arnstein
Mrs. Robert Atamian
Mr. and Mrs. John B. Babcock, Jr.
Mr.* and Mrs. William W. Bain, Jr.
Estate of Alice M. Baker
Mr. and Mrs. Jon M. Baker
Mr. Thomas O. Bales and Ms. Constance M. Ryan
Jack and Susan Bassick
Bay Radiology Associates, Inc.
Richard Bendetson
Mr.* and Mrs. Lawrence Bernhardt
Mr. and Mrs. Norman Bernstein
Henry and Donna Bertolon
Norman L. Berube and Family
Mrs. Charles Bilezikian
Jeffrey and Nancy Bilezikian
Birmingham Foundation
Mr. and Mrs. William J. Bogdanovich
Greg and Jeanne Botsivales
Harry Botsivales
Mr. and Mrs. Donald L. Boudreau
Mr. and Mrs. John R. Buckley, Sr.
The Burry Family
Martin Bussman
Mr. and Mrs. William F. Callahan III
Charles and Dorothy Campbell Charitable Fund
Sybil Campbell
Cape Air/Nantucket Airlines
Larry and Janet* Capodilupo
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Sally Collinson
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