



setting the foundation
for the future

2017 Annual Report



{ **Caring, Vision, Innovation** } *we do that here.*

a letter to our community



Jill Berry Bowen
& Kevin Manahan

What an exceptional year of progress! One constant amidst the swirling changes in healthcare has been the shared commitment of the NMC staff, Medical Staff, Board, Volunteers, and entire NMC family to our mission of providing exceptional care for our community. Our team works tirelessly each day toward that mission in

pursuit of our vision for a healthier future which speaks of excellence, value, and wellbeing. It is our pleasure to share with you this annual reflection on our progress, highlighting some of the many achievements on that journey – including being named **one of the nation's Top 100 Rural & Community Hospitals!**

Facility enhancements to our healing environment have been an exciting visible focus for us this year and they are nearing completion! Our new private inpatient rooms are providing greater restfulness and privacy for our patients, facilitating healing, learning, and family support. The new addition for rotating medical clinics will soon host visiting specialists to expand access to necessary preventive care.

Already practicing in that space are our Cardiology and Pulmonology clinics as well as Northwestern Women's Services, our OB/GYN practice. The Medical Office Building, opening in November, will bring Northwestern Primary Care, Urgent Care, Orthopaedics, and the Outpatient Laboratory into flexible, expanded, efficient new space. This was made affordable through our years of intentional savings and the amazing generosity of our community. Our sincere thanks go out to everyone who contributed to make these enhancements possible – and to all of you for your patience during our construction!

This past year has seen continued momentum in the RiseVT movement to embrace healthy lifestyles across Franklin and Grand Isle communities. Families, schools, businesses and municipalities are making positive changes for a healthier future. This is healthcare reform in action, as prevention is truly the path to a healthier and more affordable future for all of us. That progress has earned statewide interest and OneCare Vermont (the statewide Accountable Care Organization - ACO) has adopted RiseVT as their statewide strategy for improved community health through primary prevention! At the same time, NMC continues to be recognized as a leader in efforts to create a more sustainable healthcare system within Vermont, working to preserve access and quality while reducing costs within that system. We are actively working at the State level with our regulators and elected




On the cover:

“

The new Medical Office Building, on track to open in November, brings Primary Care, Northwestern Urgent Care, and Orthopaedics into flexible, expanded, efficient new space at the front of campus allowing us to better keep pace with growing community need.”

officials to improve the system. We are an engaged partner in the local Unified Community Collaborative that brings together key healthcare providers and stakeholders to collaborate on the coordination of care. Together we are working through various aspects of reform, including integration opportunities and actively evolving from volume based ‘fee-for-service’ reimbursement for caring for the sick to Population Health payment to keep a community healthy. We are more than a traditional hospital treating illness; we are the catalyst to the population achieving optimal health. We are proud to say the ‘big blue H’ on the road signs now stands for a community centered on health!

Through it all, the focus of the entire NMC team on caring for our community has never wavered. We continue to achieve high quality marks and expand access while having among the lowest overall rate increases in recent years. On behalf of all of us at NMC on our main campus and across our many community locations, thank you for entrusting your care to us.



Jill Berry Bowen, RN
Chief Executive Officer

Kevin Manahan
President, NMC Board
of Directors

Partnering for a Healthy Future ...

NMC’s vision calls on us to “partner to improve the wellness of our community” while living our vision of “providing exceptional healthcare for our community.” Those fundamental passions are based upon the Community Health Needs Assessment, inform our strategic plan, and guide our community benefit investments. In doing so, NMC rises beyond being a vital healthcare provider and one of the region’s largest employers and accepts our role as a driving force in improving the quality of life in our community.

Addressing Community Needs

As you can see in the report shared on the NMC website, the top priorities from the current Community Health Needs Assessment are:

- Mental Health & Substance Abuse;
- Obesity;
- Smoking;
- Cancer;
- Suicide; and
- Domestic & Sexual Assault.

These priorities are not unique to northwestern Vermont. We are very proud of the open and collaborative approach that our community takes in addressing these priorities. Each one is too big to be addressed on its own. True improvement comes through partnerships. NMC is pleased to work side-by-side with great community partners for a healthier future for all. Throughout this report are highlights of our work on these priorities, including the remarkable work of our Comprehensive Pain & Addiction practice and the engaging RiseVT movement that is inspiring so many in our community to embrace healthy lifestyles. This year, when the opening of BAART’s new addiction treatment facility was delayed, NMC immediately stepped forward as a collaborative partner and provided temporary space so patients could get the care they needed. Within RiseVT, we are delighted to partner with the Vermont Department of Health and so many local businesses and municipalities on becoming more Breastfeeding Friendly. This collective work earned St. Albans City a Mayoral proclamation as a Breastfeeding Friendly City – a rare designation that truly speaks to a community commitment to healthier lifestyles!



RiseVT Wellness Specialists Moretti (foreground) and Betsy Cherrier (left) work with school-kids on healthy activities, including biking.

RISE VT
Embracing Healthy Lifestyles

RiseVT: Continuing Strides Toward a Healthier Community

The RiseVT movement to embrace healthy lifestyles in northwestern Vermont continues to gain momentum with growing awareness, increasing participation, and so many creative initiatives across our community.

What began as a partnership between NMC and the Vermont Department of Health is now taking hold in our schools, businesses, and municipalities as individuals and families join the fun of active play, eating well, and other healthy habits.

In keeping with evidence-based best practices, RiseVT developed 'scorecards' for individuals, schools and classrooms, businesses, and municipalities to help celebrate existing strengths, identify opportunities, and track small and large wins on our collective journey to

a healthier future. There have already been some wonderful improvements and achievements! In an excellent example of partnership and amplifying an existing resource, RiseVT partnered with Local Motion to bring bike training (and a trailer full of bikes to enjoy) to over 2050 school children and families in Franklin and Grand Isle counties.



Growing out of municipal conversations RiseVT helped support and energize, the Village and Town of Swanton incorporated bike lanes and sidewalks into their 'Complete Streets' design and added flashing beacons to support the Safe Routes to School initiative in their community.

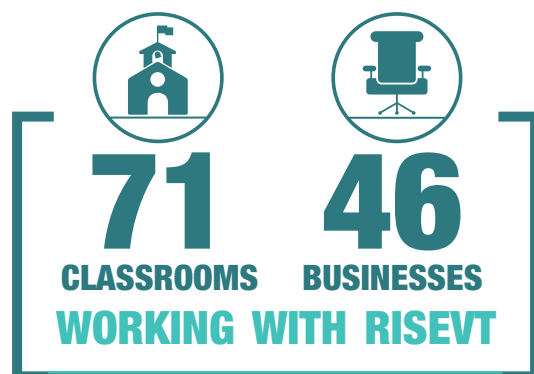
As a step toward healthy starts for our youngest community members, RiseVT has amplified the work of the Vermont

Department of Health around breastfeeding. There are now more than 47 breastfeeding friendly businesses in our area and St. Albans City has been officially proclaimed a Breastfeeding Friendly City —making it one of only a handful of municipalities across the United States with such a designation!

As part of our work to track improvements in our community's health, RiseVT partnered with local schools, under the shared leadership of Program Manager Denise Smith and VDH District Director Judy Ashley, to gather the height and weight of all of the 1st, 3rd, and 5th graders in Franklin and Grand Isle counties. Eighty-eight percent of the children — 1,688 students—participated.

The results from our measurement project are now being analyzed by the UVM researchers. That data will become an important benchmark for us to measure progress against as RiseVT continues to engage northwestern Vermont in embracing healthy lifestyles.

Come join in the fun of RiseVT as we move towards a healthier future. Visit us at RiseVT.com, take the pledge, get some ideas from the scorecard, and explore all the great opportunities to embrace healthier habits. Connect with us on social media and join this movement! Let's rise together!



ST. ALBANS CITY IS NOW OFFICIALLY A BREASTFEEDING FRIENDLY CITY AND IS ONE OF ONLY A HANDFUL OF CITIES ACROSS THE USA WITH THIS DESIGNATION.

On the Rise Statewide

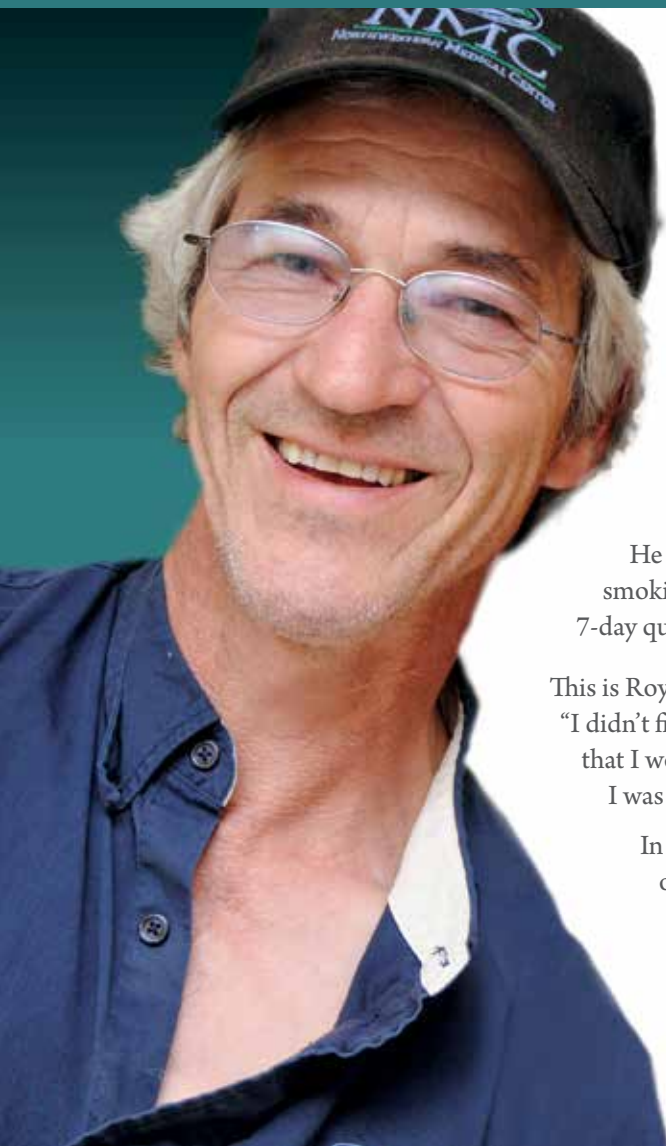
As the RiseVT movement has gained momentum locally, it has caught the eye of leaders from across the state in healthcare, business, government, and other sectors. They see the value in primary prevention – in changing our culture so the healthy choice is the easy choice and in all of Vermont coming together to embrace healthy lifestyles. There is growing understanding that this is the path towards a healthier future and lower overall healthcare costs.

From this, a group of statewide stakeholders reviewed RiseVT and found it aligns beautifully with healthcare reform and improved population health. With that, a Statewide Board of Directors was formed and RiseVT was adopted by OneCare Vermont as their statewide primary prevention strategy. **The State Board includes:**

- Chairperson Jill Berry Bowen, NMC
- Don George, BC/BS of Vermont
- Win Goodrich, FNWSU School Superintendent
- Steve Gordon, Brattleboro Memorial Hospital
- Deanne Haag, MD, Northwestern Pediatrics
- Chris Hickey, NMC
- Mark Levine, MD, Commissioner of Health
- Janet McCarthy, Franklin County Home Health
- Todd Moore, OneCare Vermont
- Beth Tanzman, Vermont Blueprint for Health
- Lisa Ventris, Vermont Business Roundtable
- Eileen Whalen, UVM Medical Center

That Board is working with RiseVT Medical Director Elisabeth Fontaine, MD, of Northwestern Lifestyle Medicine to put the structure and resources in place that will facilitate the expansion of RiseVT. It is an exciting time, as there are many promising initiatives happening in communities across our state that will benefit from RiseVT's approach of focusing on community need, amplifying existing resources, investing in grassroots initiatives, strengthening partnerships, and leveraging opportunities.

At the beginning, we named it RiseVT intentionally, as we believed all Vermonters would benefit from increased attention to primary prevention. We are so pleased to see partners around the state agree and work with us to bring the movement statewide.



Primary Care Provider Sparks A Father of Three to Quit Smoking

Sometimes being a quitter is a good thing: Mike Royea quit smoking this year to make sure he'd be around to see his 8-year-old son graduate from high school. Royea works at NMC, and is a single parent of three kids.

He worked with his Primary Care Provider to come up with a plan to stop smoking. He started using a cessation medication, called Zyban, and created a 7-day quit plan. On day seven, he stopped.

This is Royea's third attempt in recent years, but he said that this time feels different: "I didn't find it hard," he said. "I chose to quit around Christmas because I knew that I would be going here and there and wouldn't have a place to smoke. I was really busy."

In addition to that strategy, Royea said that making sure he was thinking of his kids before himself helped him stay focused. The Franklin Grand Isle Tobacco Prevention Coalition is proud of Mike Royea.

Smoking makes heart disease, stroke, cancer emphysema, chronic bronchitis more likely and smoking is identified as one of the top health priorities in NMC's Community Health Needs Assessment.

“

I knew what smoking was doing to my body, but I started looking at my youngest and wondering if I'd be around to see him graduate.”

— Mike Royea



READY TO QUIT?

IF YOU OR SOMEONE YOU KNOW IS CONSIDERING MAKING A QUIT ATTEMPT, WE'D LIKE TO HELP.

In addition to your primary care provider, there is free coaching, patches, gum and lozenges from NMC's VT Quit Partner, Chari Andersen, RN (524-8480 or candersen@nmcinc.org) or check out www.802Quits.org for additional free resources.



From left to right: Wendy Lawrence, PT,
Alene Spiekermann, and Chelsea Mulheron, RN.

Teaming Up on Proactive Lymphedema Care

Editor's Note: This article was originally published in the St. Albans Messenger and written by Messenger Staff Writer Elaine Ezerins. This abbreviated and modified version is reprinted here with the permission of the Messenger.

ST. ALBANS — Alene Spiekermann, 65, a retired elementary school teacher at St. Albans City School for more than 30 years, is the first cancer patient to enroll in NMC's new lymphedema prevention program.

She met with Wendy Lawrence, a certified lymphedema physical therapist at NMC and learned a daily routine to follow on her own before and after cancer treatment surgery. Since then, she has not experienced lymphedema symptoms since undergoing surgery in August.

Lymphedema is a build-up of fluid that can occur after cancer treatment, especially when lymph nodes are removed. The program came about as Breast Care Nurse Navigator Chelsea Mulheron spoke with patients during her work. "Just hearing from survivors inspired me," she said. She often heard women were surprised by unexpected swelling after surgery. Mulheron reached out to Kristy Cushing who Manages NMC's Rehabilitation Services Department and the two teams came together to develop a proactive approach to lymphedema care.

When a specific surgical procedure is recommended by a doctor, NMC's staff jump into action, and offer the patient

a chance to see a physical therapist certified in lymphedema prevention prior to surgery.

The goal of this up front education is to prevent the lymphedema from developing, as NMC provides resources to educate patients and monitor swelling pre-operatively and post-operatively.

“ I did the exercises, and I haven't experienced any lymphedema. So I'm feeling really good. This pre-operation information really helps. It was very informative.”

— Alene Spiekermann, participant

The program partners NMC's breast cancer care team with physical therapists and the collaboration has been well received by patients who enjoy the wrap-around care and preventive focus.

Hope and Healing

Wraparound care supports recovery



Paige McCabe was 14 years old when she had her first experience smoking marijuana. As a freshman, she started a habit that began as a seemingly harmless pastime with friends, but which escalated. By the time she was 16, Paige found herself immersed in the world of opioids.

“I had emotional issues, so using helped me to cope with things and made me feel better,” said Paige. Although she thought opioids could help, her life eventually started to unravel.

She spent high school being harassed by classmates, struggling with schoolwork, and running away from home to try to escape. In her early 20s, her opioid use contributed to the loss of her job, her apartment, her friends, and even her family. It took about 10 years for Paige to come to terms with her self-destruction.

“When I woke up in the morning I didn’t like the feeling of not being able to do anything,” she said. “It’s a miserable life when that’s all you think about is being high and whether you will be able to function.”

Now at 24, Paige is on the path to recovery. Even though Paige continues to feel the impact of her decisions from the previous

“

Being sober, I can wake up in the morning and actually want to do something instead of lying in bed all day.”

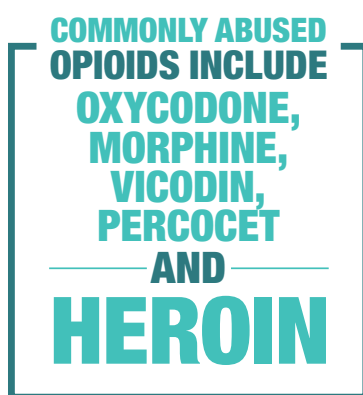
— Paige McCabe (pictured, left)

10 years of her life, her three months in recovery have thus far been a success.

Paige is one of many who suffer from opioid use disorder in Franklin County and Vermont. Opioids are synthetic narcotics containing the compound opium and are typically prescribed by doctors to relieve pain. Some common examples of opioids include: Oxycodone, Morphine, Vicodin, Percocet, and the most notorious street version, Heroin. The state of Vermont has seen a drastic increase in the use of these drugs over the past ten years. In 2014, then- Governor Peter Shumlin declared that his home state faced an opioid epidemic.

According to a report of the Substance Abuse and Mental Health Administration, an estimated two million dollars' worth of heroin illegally was trafficked into the state weekly and Vermont saw an 80% increase in the number of opioid admissions to addiction treatment programs, making it clear that it was time to take action. At NMC, that action took the form of

implementing additional services and support for individuals in need through a three-year Substance Abuse and Mental Health Services Administration (SAMHSA) grant. By 2016, the SAMHSA grant funded program got rolling to help people like Paige discover their path to recovery.



This program was designed to improve services and outcomes including access, engagement, retention, and equity. It seeks to improve the coordination and integration of services and improve patient-level

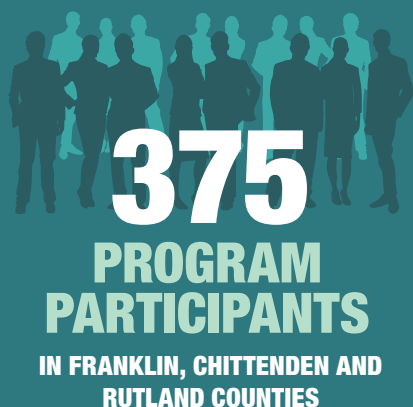
outcomes including: reduction in substance abuse and symptoms, increase in recovery, and enhancement of patient care and satisfaction.

The state program just celebrated a successful first year and is on track to secure its goal of 375 participants in three crucial counties in the state: Franklin, Chittenden, and Rutland. It focuses on three specific populations: those involved with the Department of Corrections, the Department of Children and Families, or on the wait list for care. The total grant funding is approximately \$950,000 for all three counties, \$200,000 of which is used in our communities. The grant funding and management in Franklin County is directed by Northwestern Medical Center. RN Practice Coordinator Kelly Campbell helps oversee the fundamental objectives of the grant.

A key to the program's success is the hands-on role of the Medically Assisted Treatment (MAT) Coordinator. This coordinator works closely with ... (continued on next page)

\$3 million grant expands options for opioid treatment and prevention

In 2015, The Vermont Department of Health, Division of Alcohol and Drug Abuse Programs was awarded a 3 year, \$3 million grant to enhance treatment service systems to provide accessible, effective, comprehensive, coordinated care, and medication assisted treatment and recovery support services to individuals with opioid use disorders. Expanding the Options for Medicated-Assisted Recovery in Vermont project is targeted to people with opioid use disorders in one or more high-risk groups: those involved with the criminal justice system, parents involved in the child welfare system, and those motivated for MAT but waitlisted. Funded by the Substance Abuse and Mental Health Services Administration, Vermont's project has expanded capacity in Addison, Chittenden and Franklin counties.



{ Community Health Needs *Mental Health and Substance Abuse*

(continued from previous page) ... participants to track engagement and ensure retention. Melinda Lussier stepped into the role of MAT Coordinator six months ago. She works with the participants in Franklin County, including Paige McCabe. Recovering from addiction herself, Melinda brings an intense passion and commitment to her role. When Melinda tells her story of her personal journey to recovery, she felt “bankrupt in spirit” and hesitant to ask for help. On the outside she seemed fine, but on the inside, something was missing. Only after her third attempt at recovery did she realize helping others in recovery could give her a sense of fulfillment.

“Having my addiction skyrocket was what made me realize I need to be of service to other people in the way that others were of service to me,” she said. She knows these struggles because she lived them. Melinda said she provides support and accountability that the program participants need and struggle to find.

Melinda works side by side with Northwestern Medical Center and RN Practice Manager Kelly Campbell to put systems into place that are sustainable and effective statewide. While Melinda focuses on the daily tasks involved with the grant operation, Kelly supervises the grant on a larger scale focusing on areas like building structure and resources for participants. One of the structured elements of the program are regular urine tests to monitor for substance abuse during treatment. Another important aspect of Kelly’s job is attending “neighborhood” meetings where she connects with representatives from different organizations such as The Department of Children and Families, the Howard Center, Northwestern Counseling and Support Services, law enforcement, and others. These meetings are one of the three-part quarterly learning collaboratives that are part of the grant. Along with the neighborhood meetings, there are also collaboratives for the behavioral staff and the medical staff involved in the program. Vermont is leading the way for other states in regard to opioid treatment, Kelly said, and

the learning collaboratives are a key reason.

Kelly said that this grant program has created a lot of opportunity and promise saying that “One of the biggest bonuses of us getting this grant, is having these organizations come together and work together towards these common goals.” As these organizations work diligently towards improvement, it is evident the state is on its way to a brighter future.

She says other states are looking to Vermont for guidance as they start their own programs for opioid treatment. In fact, a group of people from North Dakota made a trip to

Northwestern Medical Center this year, including representatives from corrections, healthcare, and addiction treatment, who sought to learn from NMC as they begin work on new programs in their state

As the SAMHSA grant program enters its second year, Melinda and Kelly both say that there is still a lot of work to be done. But both are proud of the progress.

In one quarter alone there were nine successes for patients enrolled in this program, with participants overcoming addiction and even more importantly, making life transformations.

Paige McCabe said that she struggles to be around other people and in groups and to form relationships. Now, though, she is stepping outside her comfort zone, planning to attend her first group support meeting with Melinda by her side. Paige is also working to mend the relationships that she damaged while she was in the midst of her addiction.

This program has been a saving grace for many participants like Paige who struggle to beat addiction. The strength of the initiative, though, lies in the commitment of staff, participants and the “neighbors” who come together to build a framework of support for recovery.

The peer connections and compassionate community caring are what turn a grant program into a meaningful and lasting solution.

“Having my addiction skyrocket was what made me realize I need to be of service to other people in the way that others were of service to me.”

Melinda Lussier, stepped into the role of Medically Assisted Treatment (MAT) Coordinator six months ago. She works closely with participants to track engagement and ensure retention. Recovering from addiction herself, Melinda brings an intense passion and commitment to her role.

Real-Time Results Means Quicker Access for Patients

This year, the innovative Information Technology team at NMC created a brand new interface system for cardiac testing. Electrocardiogram (EKG), Holter Monitor and Stress Tests are now being imported directly from our MUSE cardiology data system into our Meditech Electronic Medical Record (EMR) for accurate results in real-time.

What does this mean for the patient? With real-time resulting, patients can log into their EMR to see important test results much earlier than ever before – no more waiting to complete manual processes. The potential for human error is eliminated with this new automation.

What does this mean for the hospital? The introduction of this streamlined process creates numerous efficiencies. As a LEAN initiative, this automation has increased quality, reliability and accuracy – a valuable process improvement that impacts many groups in the organization.

The new system eliminates the need for staff to look up each patient, manually scan paper image strips, and verify their work afterward. The time savings of scanning alone is approximately three to four hours a week.

What does this mean for providers? Exact copies of the original test are now directly inserted into the EMR. This replaces the scanned images previously used, resulting in vast improvements in image quality. In addition, the image results are immediately available to clinical staff for review.

The organization thanks the hardworking individuals behind this major process improvement. This innovation is just one example of how NMC continuously strives to provide exceptional care.



*Pictured above:
Desarae Gabree, RN, monitors a patient during a stress test at NMC.*

“ I could not have had a better experience. Honestly, I wasn’t expecting it. My EKG experience that day was just as stellar. Good for all of you—and me too.”

— An NMC patient

setting the foundation *for the future*

2017 was a year of milestones on the NMC campus as the hospital's Master Facility Plan construction celebrated many key moments in the transformation of our infrastructure to meet future community need. The work that began with a spring 2016 groundbreaking continued apace throughout 2017 and will culminate with final touches to the renovated inpatient unit in early 2018. The new buildings provide efficient and accessible spaces with the newest technology and specialized designs. **Here are some of the defining moments of the past year and special construction features.**



MAY 24, 2016

Groundbreaking ceremony for the NMC Master Facility Plan



OCTOBER 30, 2016

The lattice work boom crane starts to swing steel into place for the Medical Office Building, the largest structure in the Master Facility Plan construction.

JULY 25, 2016

NMC's loading dock temporarily relocates to back of the main hospital building.



JULY 11, 2016

NMC's front entrance closes for renovations. The public begins accessing the hospital through the Conference Center entrance.

AUGUST 23, 2016

First steel is erected for the project at the back of campus for the inpatient unit expansion.



SAFETY IN ACTION

The new Progressive Care Unit has two Airborne Infectious Isolation rooms. These are designed to more easily make the room negatively pressured for isolation purposes, provide an anteroom for gown donning and doffing, and to be more easily cleaned.



BETTER LIGHTING!

Exterior lighting was replaced around campus where construction occurred with LEDs, which are energy efficient and provide warmer, more natural light.



EASIER ACCESS

The new *Porte Cochere* is bigger and wider than the old one. The term comes from the French word for "coach door" & dates back to the 1690s when it referenced gateways for horse-drawn carriages that provided arriving and departing occupants protection from the elements.

60,000

SQ. FT ADDED

17,700

SQ. FT RENOVATED

**30%
LARGER**

**MEDICAL-SURGICAL PATIENT
ROOMS IN THE NEW BUILDING**

Bigger, private rooms for a patient-family centered approach

**WIDER
ROADWAYS**

The new roadway around the front entrance to the Emergency Department will be about 40 feet wide, 10 feet wider than the old road.



DECEMBER 21, 2016

The new main entrance and renovated lobby re-open to the public. The lobby is reconfigured to provide easy access, central registration, and convenient financial assistance.



MAY 2017

The Medical Clinics Building opens, bringing Northwestern Cardiology, Pulmonology, Women's Services and Northwestern OB/GYN under one roof, in a new building directly adjacent to the main entrance.



APRIL 2017

The new Progressive Care Unit opens, providing private rooms for each and every patient.



GRAND OPENING!

NOVEMBER 2017

The two story Medical Clinics Building opens. This busy structure houses NMC's Outpatient Lab, Northwestern Primary Care, Northwestern Urgent Care and the Northwestern Orthopaedic & Rehabilitation Center.

hi-tech, high quality individual care
new patient care units



HDTVs in every
private room

Workstations
that can see
into two rooms
simultaneously

A new patient unit ...

full of light, personal touches, and highly efficient design,
with technology at the heart of what we do.

“ The room was large and I was surprised that there were no visitor chairs, then a nurse pulled one from the closet—brilliant idea, that way you only take out what you need.”

— An NMC patient



**Spacious,
easy-access
bathroom.**

Natural light

**Private rooms for
every patient**

**More room for
family with a
fold out bed**

**Comfortable
touches**

**Bedside
technology**



**Convenient
handwashing
stations**

**Color coded areas
to help family find
their way around**

**Nursing work areas are
right outside patient
rooms - close by yet
offering privacy**

Making access easier: *NMC and Vets kick off valet services*

As you approach the main hospital entrance at Northwestern Medical Center you now see a man wearing a bright blue vest with yellow trim, a veteran's baseball cap, and a smile on his face stretching from ear to ear.

You may wonder who is this gentleman greeting you as you enter the hospital or asking you if you need a ride as you wander aimlessly around the parking lot.

This program sprang into action on April 5 of this year on a volunteer basis, providing patients with an easier source of transportation between the three separate buildings that comprise NMC's campus.

"Everybody loves the service," states Bill Bronson, one of the veterans who devotes his time twice a week to driving

for the Valet Program. "In the first month, we had 69 riders, in the next two, we had over 400 riders!"

These men that are the first friendly faces to greet you as you walk through the hospital doors are volunteers for NMC's newest asset, the Veteran's Valet Program.

It's no surprise that the program recently gained some recognition after hearing comments from some of the riders. Mike Brouillette of Saint Albans is at NMC on a regular basis for his wife's hip appointments. He stated on his ride that it was "a really nice service because it is a long walk," from building to building, especially for the elderly. "I hope they keep this service."

Another woman that jumped into the vehicle was very enthusiastic about the service as well. "We were here two weeks ago and my mother who is 84 really struggles to walk," she said. She raved about how great it was that NMC was so accommodating for their patients even stating how much she "loves this hospital".



PICTURED: The six-passenger electric vehicle that is used to transport patients and visitors around the hospital campus.



The patients aren't the only ones who are happy about the service, the veterans are happy to be of service to their community.

Veteran Roger Spaulding, of St. Albans, said he likes the program because it “gets him out of the house” and gives him something to do.

Roger is a long time member of the Saint Albans community and it showed on his ride along when the first rider he picked up, he happened to know very well.

Approaching the Cobblestone Health Commons, a young man with two metal canes crutched out the door. Roger immediately jumped out of the vehicle to provide the man with assistance getting in. The young man named Bradley Bard, also a long time resident of the area, stated how “it’s nice to have a ride instead of having to walk” as it really saves him some time. The two made small talk during the travel back to the main hospital entrance—an example of how NMC’s strength is built on relationships.

Once back at the main entrance Bradley revealed that Roger was actually his neighbor and said “I’m walking because of him”. When Bradley was just six years old, Roger had helped him get admitted into the Shriners Hospital for Children in Montreal. The hospital specialized in providing care for children with orthopedic conditions like Bradley’s. Nearly 35 years later, Bradley is now mobile on his own.

The convenience and gratitude for this new valet service is evident from the enthusiastic feedback from the patients. Having a service run by men who fought for our country and continue to volunteer their time to NMC, shows how important it is to our hospital to provide care and to create the best patient experience with a genuine commitment to the community.

Exceptional Campaign Surpasses Goals

Exceptional ... the Campaign for Northwestern Medical center was a tremendous success, surpassing all goals and raising nearly \$2.8 million in support of NMC’s Master Facility Plan construction projects.

The generosity of our community has been overwhelming,” said Leon Berthiaume, the Campaign Cabinet Chair and Vice President of NMC’s Board of Directors. “Thank you to everyone who contributed time, talent and treasure toward the advancement of our local healthcare as this support truly made all the difference in exceeding our goal and expectations.”

465
TOTAL NUMBER OF
DONORS



LARGEST SINGLE GIFT
\$500,000
DONATED BY PEERLESS



THE FIRST CAMPAIGN COMMITMENT:
\$100,000
FROM NMC’S AUXILIARY



\$250,000
THE TRUST OF
JEAN M. LOWE



NEW GIFT GALLERY
THANKS TO
\$100,000
FROM THE
GARIBAY FAMILY

20

GLASS PANELS
INSTALLED RECOGNIZING
GIFTS OF \$1,000



300
DONATIONS

THAT CAME FROM THE NMC
FAMILY (MEDICAL STAFF, DIRECTORS,
EMPLOYEES, AND VOLUNTEERS)

40
GIFTS BETWEEN
\$25,000-\$50,000

Gifts from Our Community: NMC's Capital Campaign

Northwestern Medical Center would like to recognize the following individuals and organizations who have supported NMC's Exceptional Capital Campaign. Our heartfelt thanks to all of you for your support.

Individuals

- Anonymous (7)
- Robert and Sheila Abair
- Edith and Kevin Allard
- Marjorie Allard
- Chari and Richard Andersen
- Rosanne Arnett
- Darryl and Candice Arnold
- Judy A. Ashley
- Jacob Ashline
- Meredith Ashton
- Jan and Howard Atherton
- Dr. Lorne Babb and Candace Collins
- Devin and Ashley Bachelder
- Amy Barbour
- Ellen Bartemy
- Shari Bashaw
- Mary Bates
- Dr. Robert Beattie and Jane Catton
- Jeanne Boulterice Begnoche
- Dr. Laura Bellstrom and Pat Hartnett
- Jeff and Julie Benay
- Doreen and Jonathan Benoit
- Joel and Tanya Benware
- Amy and Dan Bergeron
- Tim and Jill Bowen
- Leon and Anne Berthiaume
- Robert and Kathleen Besette
- Marc and Brittany Besette
- Jonathan and Marilyn Billings
- Tania Biniecki
- Virginia Blair
- David and Jane Blin
- Michael and Jackie Blouin
- Nancy Blouin
- Jennifer Bockus
- Pamela Bonsall
- Joseph and Jessica Boone
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- Brian and Karen Gold
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- Restaurant and Catering 2016
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- Darrin Ries
- Barbara Riley
- Kathleen Riley

- Rose Rixon
- Lara Robtoy
- Donna Roby
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- Louise Rocheleau
- James B. and Maris S. Rock
- Carl and Robin Rosenquist
- Kelly Ross
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- Melissa Royer
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- Nancy Ruhle
- Keirsten Russell
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- Jessica Scanlon Corliss and Jesse Corliss
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- Ross Schifo
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- Christine Sears
- Albert and Sally Severy
- Heather Shenk
- Meagan Shine
- Don and Pam Shook
- Frank and Helen Short
- Darius Sidebotham and Cara Quackenbush
- Gregory Silvestri

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- Corinne and William Simonds
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- Marie Speer
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- Jocelyn Tedford
- Lindsay and Roger Thieken
- Matthew and Caitlin Thiel
- Sally Thomas
- Scott Thompson
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- Lester and Lori Thompson
- Leif Tillotson
- Rick and Deb Timmerman
- Deborah Tipper

- Jill and Jim Torrey
- Suzanne Tremblay
- Heather Tremblay
- Luke Trippany
- Heather Tynon
- Rod and Elizabeth Vallee
- Timothy and Lynn Vallee
- Jack and Alexa Visco
- Jeff and Angel Vos
- Matthew and Pattijo Walker
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- Lisa Anne Weaver
- Carolyn Weber
- Diane Weishaar
- Leo and Marie Anne West
- Suzan White, D.O.
- Michelle and Dave Wilcox
- Sandra L. Williams
- Katherine and David Winchester
- Linda Wirts
- David and Mary Wood
- Mary Woodhouse, M.D. and Richard Costanza
- Naomi Wright
- Dr. Taylor and Marsha Yates
- Ginette Young
- Jon and Kim Zehnacker
- Dr. Robert and Sandra Zelazo
- Dr. Frank and Judy Zsoldos
- Heidi Zvolensky, MD

Businesses and Organizations

- Anonymous (1)
- 14th Star Brewing Company
- A.N. Deringer, Inc.
- Ace Hardware
- American Legion, Post 1 St. Albans
- American Legion, Post 88 Sheldon
- Ben & Jerry's
- Bernstein Private Wealth Management
- BerryDunn
- Blue Cross Blue Shield
- Brady and Levesque Families
- Casella Waste Systems, Inc.
- Coldwell Banker Hickok & Boardman Realty

- Community National Bank
- Connor Roberts Memorial Fund
- Cross Consulting Engineers PC
- Dickinson & Branon Dental Care
- E4H - Morris/Switzer - Environments for Health
- Franklin County Business and Professional Women
- Franklin County Industrial Development Corporation
- Franklin County Quilters Guild
- Handy Toyota / Handy Chevrolet
- Hannaford Food & Pharmacy

- Hickok & Boardman Insurance Group
- Holy Trinity Episcopal Church
- Hudson Headwaters Health Network
- Husky Injection Molding Systems, Ltd.
- JC Image
- Jay Peak Resort
- Members Powered by Just Give
- Mindray
- Missisquoi Lodge No. 9 - Richford Masons
- New England Federal Credit Union
- NFP Property and Casualty Services, Inc.

- Northeast Financial Services
- Northwestern Counseling & Support Services
- Northwestern Medical Center Auxiliary
- Northwestern Pediatrics
- PC Construction
- Peerless Clothing International
- Peoples Trust Company
- People's United Bank
- Primmer
- Rail City Information Systems, Inc.
- Raw Strength and Fitness, LLC
- Rotary Club of St. Albans
- Run for Jim

- St. Albans Cooperative Creamery, Inc.
- Superior Technical Ceramics
- Sweethearts and Heroes
- The Tyler Place
- Total Home Center
- Union Bank
- Vermont Gas Systems, Inc.
- Vermont Precision Tools, Inc.
- Veterans of Foreign Wars, Post 758 St. Albans
- Vietnam Veterans of America, Post 753 St. Albans
- Wyndam Hotel - Smugglers Notch

Tributes

- In Honor of Ashley Bernadette
- In Memory of Albert R. Berry
- In Memory of Burton Bertonceli
- In Memory of Jim Bashaw
- In Memory of Rosierre Boudreau
- In Memory of Remi Bourdeau
- In Honor of Jill Berry-Bowen
- In Memory of Bubby and Tessie Bushey

- In Memory of Wayne and Betty Bourgeois
- In Memory of Vyenne Boynton
- In Memory of Cecile and James Cioffi
- In Honor of William G. Cioffi
- In Memory of William and Lora Dougherty
- In Memory of Fred and Louise Fleury

- In Memory of Lawrence and Lorraine Handy
- In Memory of Howard "Bud" Heald
- In Memory of Patricia Holland
- In Honor of Carol Livingston
- In Memory of Buzz and Madeline McDermott
- In Memory of Jake and Gertrude Menard

- In Honor of Bernard and Margaret Moreau
- In Honor of Joseph and June Anthony Morin
- In Memory of Karen Mulheron
- In Honor of Charles and Marjorie Purton
- In Memory of Walter and Florence Rath
- In Memory of Kathleen Riley
- In Memory of Connor Roberts

- In Honor of Gladys M. Rocheleau, RN, CNP
- In Honor of Grant Robert Simard
- In Honor of Sarah Sterling
- In Memory of John Thibault
- In Loving Memory of Roberta J. Voegelé
- In Honor of Erin Ward
- In Memory of Ruth M. White

Gifts from Our Community: Annual Donors

The following is a list of individuals and organizations who made philanthropic commitments to one of NMC's funds. These include the Jim Bashaw Cancer and Catastrophic Illness Fund, the Palliative Care Fund, the Martin H. Wennar, MD Health Education Scholarship Fund and the NMC Community Fund.

Individuals

- | | | | | |
|---------------------------------|---|-----------------------------------|--------------------------------|--------------------------------------|
| ■ Anonymous | ■ Dr. Gregory and Mr. Joseph Brophey | ■ Bonnie Evans | ■ Steven and Marianne Marshall | ■ Dr. Toby Sadkin and Mr. Dale Hohm |
| ■ Ronald and Marsha Anstey | ■ Hon. Lawrence H. Bruce, Jr. and Susan Roush Bruce | ■ Julian Ferris, M.D. | ■ Elizabeth Martell | ■ Dennis Sanders, M.D. |
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| ■ Stephanie Bates | ■ Dr. and Mrs. Chip Chiappinelli | ■ Garry Garland | ■ Linda McNall | ■ Debbie Snedegar |
| ■ Denise Baylous | ■ Gary Choiniere | ■ Theresa Gendreau | ■ Cheryl Mogridge | ■ Dr. Steven Sobel |
| ■ Linda Benson | ■ Vaughn and Sara Comeau | ■ Radm. and Mrs. Warren Hamm, Jr. | ■ Jeffrey and Heather Moreau | ■ Dr. Steven and Mrs. Tami St. Marie |
| ■ Jonathan and Marilyn Billings | ■ Barbara Dewey | ■ Roy and Margaret Hango | ■ Katelynn Moreau | ■ Kathy Tabor |
| ■ Pamela Bonsall | ■ Grace Dickinson-Branon, DMD and Dan Branon | ■ Peter and Christy Hofstetter | ■ Morris Mulheron | ■ Madalyn Tulip |
| ■ John and Claudette Bostwick | ■ Dorothy Dowling | ■ Russell and Sharon Holcomb | ■ Gerald and Lisa Myers | ■ John Verheyden |
| ■ Madeline Boucher | ■ Joseph and Mary Durfee | ■ Marc Kutler | ■ John A. and Helen W. Newton | ■ Edmund and Jeannine Winn |
| ■ Jane C. Bower | | ■ James Lavoie | ■ Dean and Mary Pelkey | |
| ■ Melissa Branco-Howard | | ■ Sally Lindberg | ■ Brenda and Ray Rekoff | |

Businesses and Organizations

- | | | | | |
|---|----------------------------------|--|--|---------------------------------|
| ■ Bellows Free Academy Student Activities | ■ Fastenal | ■ J&L Service Center, Inc. | ■ Northwestern Medical Center Auxiliary | ■ The Tyler Place |
| ■ Community Partners Classic | ■ Franklin County Quilters Guild | ■ JC Image | ■ People's United Bank | ■ Twiggs |
| ■ Connor Contracting, Inc. | ■ Franklin County Rehab Center | ■ Jim Bashaw Bowlathon | ■ Project Linus (Southern Vermont Chapter) | ■ United Way of Greater Atlanta |
| ■ Dasani | ■ Handy Toyota / Handy Chevrolet | ■ McCuin Fuels, Inc. | ■ Run for Jim | ■ Vermont Department of Health |
| ■ Department of Health | ■ Hannaford Food & Pharmacy | ■ Messenger Print and Design | ■ St. Albans Museum, Inc. | |
| ■ DMC Electric | ■ Holy Angels Housing | ■ Missisquoi Valley Union High School Student Activities | | |

Tributes

- | | | | | |
|--|-----------------------------------|----------------------------------|---|-----------------------------------|
| ■ In Memory of Eleanor R. Bechard | ■ In Memory of Matthew Brigham | ■ In Memory of Maurice Dansereau | ■ In Memory of Marcy Hancox | ■ In Memory of John Robert Thorpe |
| ■ In Memory of Agnes "Mitch" Billings | ■ In Honor of Gregory Brophey, MD | ■ In Memory of Susan Dewey | ■ In Memory of Corporal Daniel C. Marcellus | ■ In Memory of Jill Wells |
| ■ In Memory of Elaine "Ellie" Bilodeau | ■ In Memory of Cecile Cioffi | ■ In Memory of John Dougherty | ■ In Honor of Don McCaughey | |
| ■ In Honor of Rachel Branco | ■ In Memory of Mary Lou Collins | ■ In Honor of Debra Fitzgerald | ■ In Memory of Bernard L. Moreau | |
| ■ In Memory of Paul Branon | | ■ In Memory of Zelma Grunewald | | |
| | | ■ In Memory of Virginia Hall | | |

Please Note: This list reflects donations given during the 2017 Fiscal Year.

“New reception area and entrance is beautiful! Serene! A nice gentleman escorted me right to where I needed to go.”

— An NMC patient



Artwork by Caroline Parent is installed in the entrance to the new Medical Clinics Building. Her fused glass piece is made up of 20 panels depicting the Vermont landscape in all four seasons, and is inscribed with the names of donors who contributed \$1,000 or more.

Financial Report

| | Actual 2016 | Projected Actual 2017 | Budget 2018 |
|---|----------------|--------------------------|----------------|
| Patient Services Revenue | 183,964,101 | 186,289,018 | 200,056,322 |
| Less Subsidies to MCR and MCD | 59,925,743 | 60,674,333 | 64,499,210 |
| Less Other Contractuals | 21,319,582 | 20,895,177 | 25,556,675 |
| Less Free Care | 1,292,667 | 667,528 | 1,316,726 |
| Less Provision for Bad Debt | 3,031,340 | 4,999,919 | 5,404,532 |
| Net Patient Revenue | 98,394,769 | 99,052,061 | 103,279,179 |
| Other Operating Revenue | 5,853,874 | 5,183,451 | 5,598,376 |
| Total Revenue and Other Support | 104,248,643 | 104,235,512 | 108,877,555 |
| Salary and Wages | 47,999,821 | 51,474,302 | 51,198,031 |
| Employee Benefits | 11,047,525 | 13,242,117 | 11,946,614 |
| Supplies | 12,829,619 | 11,722,205 | 12,347,409 |
| Contracted Services | 13,216,226 | 13,642,464 | 14,066,005 |
| Other Operating Expense | 6,224,872 | 5,935,212 | 6,438,330 |
| Medicaid Tax | 4,316,651 | 4,233,592 | 4,725,004 |
| Depreciation | 4,511,043 | 4,807,283 | 6,030,059 |
| Interest & Amortization | 607,965 | 592,570 | 1,157,186 |
| Total Expenses | 100,753,722 | 105,649,745 | 107,908,638 |
| Income from Operations | 3,494,921 | (1,414,233) | 968,917 |
| Net Investment Income | 4,080,429 | 6,617,158 | 296,590 |
| Other | (843,600) | 1,728,155 | 168,025 |
| Total Non-Operating Income | 3,236,829 | 8,345,313 | 464,615 |
| Excess of Revenue and Other Support Over Expenses | 6,731,750 | 6,931,080 | 1,433,531 |
| Admissions | 2,581 | 2,554 | 2,603 |
| Total Patient Days | 7,558 | 7,819 | 8,068 |
| Average Length of Stay | 2.93 | 3.06 | 3.00 |
| Emergency Department Visits | 27,245 | 25,919 | 26,903 |
| Births | 369 | 383 | 387 |
| Surgeries | 2,905 | 2,868 | 2,993 |
| Outpatient Diagnostic Imaging Procedures | 46,218 | 46,733 | 45,622 |
| Outpatient Laboratory Tests | 321,210 | 335,292 | 315,444 |
| Medicare/Medicaid % of Patient Revenue | 59.60% | 58.60% | 59.20% |
| Days in Accounts Payable | 51.5 | 51.5 | 45.9 |
| Days in Accounts Receivable | 36.6 | 40.5 | 47.4 |
| Age of Plant (Years) | 10.6 | 10.7 | 12.5 |



The staff seemed to work together intuitively. Inspired my confidence in my care. They were very honest and sensitive to my fears.” — An NMC patient

Reflecting on *our year* ...

NMC always has a lot going on - both on our campus and out in the community. Here you can see us connecting with the community at Cardiac Capers, at the Little Lake Monsters Community All Stars game, at walks and runs around the state and when we invite students in for a closer look in our lab. We're also happy to connect with our amazing volunteers, our staff, and with the youngest community members at events like Healthy Hearts on the Move.





Diabetes prevention *When Losing Means Winning*

Editor's Note: This article was originally published in the St. Albans Messenger and written by Messenger Staff Writer Elaine Ezerins. This abbreviated version is reprinted here with the permission of the Messenger.

In four months, the 10 community members participating in YMCA's Diabetes Prevention Program lost a collective 127.4 pounds, according to Debbie Robertson, an NMC Health Educator and a certified wellness coach.

Facilitated through Northwestern Medical Center's (NMC) Lifestyle Medicine clinic, the program is designed to help those at risk of developing Type 2 diabetes adopt and maintain healthy lifestyles by eating healthier, increasing physical activity and losing enough weight to reduce their chances of developing the disease.



Collectively, the ten participants enrolled in the latest diabetes prevention program class have lost more than 125 pounds over a four-month period. Pictured here are eight of the ten participants. Front row: Dianne Claire Beyor, Lise Dexter, Judy Wechsler; Back row: Marlene Brown, Karen St. Lawrence, Lee Tillotson, Sue Tillotson, BJ Paquin, Debbie Robertson.

The March class at NMC met weekly for one-hour sessions focusing on healthier eating and other behavior changes. The goals of the program are for participants to reduce their body weight by seven percent and increase physical activity to 150 minutes per week.

At one of the last sessions, participants discussed their journeys thus far and the success they've seen with this program, in comparison to others tried.

"I just lost my husband a year and a half ago, so the stress..." Lise Dexter, 65, of Highgate Springs trailed off.

"I wasn't really taking care of myself like I should have."

The effects of this came to light during a doctor's visit in January. There, Dexter weighed in at 171 pounds, had high blood pressure and was diagnosed pre-diabetic.

Both Dexter and her doctor agreed she needed to make some lifestyle changes. She re-joined Weight Watchers immediately, a program she had participated in over the years off and on with limited success, and signed up for the diabetes prevention program at the recommendation of her doctor. It is free to participate.

"From January on, I went from 171 to 146 [pounds] and I feel better."

— Lise Dexter of Highgate Springs

Her blood pressure followed the same downward trajectory



**TOTAL POUNDS
COLLECTIVELY LOST
BY THE 10 MEMBERS
IN 4 MONTHS**

as well as her blood sugar, measured through an A1C test. The A1C test is a blood test that measures a person's average levels of blood glucose over the past 3 months, according to the National Institute of Health. It is the primary test used for diabetes management and diabetes research.

"This is what was really important for me because my brother is diabetic," she said. "He's been diabetic for a long time and right now, he's really sick. He's in the hospital."

"I don't want to be like that," said Dexter. "I don't want to be diabetic."

"I've got two grand children," she said. "I've got a son, daughter-in-law, my brother, my family... I want to be here for them. When you lose your spouse of 45 years, at first you say, 'Oh, god what am I going to do?' You know? So I kind of let myself go a little bit, but I'm back on track."

"It's a great program. It works and there's a need for it in Franklin County."

— Judy Wechsler of St. Albans Town

Judy Wechsler said the program was an interesting juxtaposition on a personal and professional level because of her job at the Champlain Valley Area Health Education Center, working to create awareness about the diabetes prevention program.

"In the course of doing that work, it came time for my annual physical exam with a local physician and I learned that I was at risk myself for diabetes," she said.

Wechsler said her doctor's first instinct was to take the 'wait and see' approach because pre-diabetic only signifies potential, but she wouldn't have any of that. "I said 'No. Let's prevent diabetes,'" she recalled.

Robertson, the program's facilitator, said the class went exceptionally well. Participants motivated one another and no one dropped out.

She said the main challenge she faces is getting people to commit to the one-year program, but when they do, "it works; it really does work."

NMC NAMED ONE OF THE TOP 100 RURAL AND COMMUNITY HOSPITALS



This year, Northwestern Medical Center was named one of the Top 100 Rural & Community Hospitals in the United States by iVantage Health Analytics and The Chartis Center for Rural Health.

"This achievement is very gratifying and validates our daily commitment to providing the best health care possible to our community, while maintaining an efficient and effective facility," said Jill Berry Bowen, NMC's CEO.

NMC scored in the top 100 of rural and community hospitals on iVantage Health Analytics' Hospital Strength INDEX®. The INDEX is the industry's most comprehensive rating of rural providers. It provides the data foundation for the annual Rural Relevance Study and its results are the basis for many of rural healthcare's most prominent awards, advocacy efforts and legislative initiatives.

Incorporators

The NMC Incorporators is a group of up to 150 local residents from throughout northwestern Vermont who serve as a formal connection between the hospital and the community we serve. The Incorporators meet twice a year, in May and November, to conduct their business. Below is a list of the 2017 Incorporators.

| | | | |
|-------------------------|-----------------------------|------------------------|-----------------------|
| Janis Appel | Donald Collins | Clement Gervais | Hayden Janes |
| Judy Ashley | Vaughn Comeau | Uwe Goehlert, MD | Paula Kane |
| Lorne Babb, MD | Michael Corrigan, MD | Nilda Gonnella French | Celeste Kane Stebbins |
| Michael Barnum, MD | David DeBellis | Win Goodrich | Kathleen Keenan |
| Mary Bates | Dustin Degree | Leon Graves | Ned Kirsch |
| Robert Beattie, MD | Christopher Dermody | Monica Greene | Dana Kittel |
| Reg Beliveau | Lynn Desautels | William Greenwood | Molly Lambert |
| Leon Berthiaume | Richard Dickinson, DMD | Molly Grismore | Kathy Lavoie |
| Bob Bessette | Grace Dickinson-Branon, DMD | Nicholas Hadden | Michelle Lawrence |
| George Bilodeau | Hibbard Doe | Joe Halko | Jeffrey Levesque |
| Bernie Boudreau | David Ducham | Christina Hamel | Sally Lindberg |
| Steve Broer, Psy.D | Deb Eaton | John Hango | Carol Livingston |
| Greg Brophey, MD | John Edwards | Raymond "Rett" Heald | Deb Loughlin |
| Jacqueline Brosseau Cyr | Nancy Fiske | Gerald Herrera | JoAnn Manahan |
| Lawrence Bruce | Esther Fitzgerald | Hector Hill | Kevin Manahan |
| Dawn Bugbee | Elaina Fontes | Jacob Holzscheiter | James Manahan II |
| Peter Burke, MD | Richard Freeser | Brian Honsinger | Steven Marshall |
| John Casavant | Bradley Gabree | Jacqui Hood | Melisande Mayotte |
| Jane Catton | Thomas Gallagher | Madeline Howard | Janet McCarthy |
| Sandra Chagnon | Elizabeth Gamache | William Howland | Mike McCarthy |
| David Charbonneau | Peter Garceau | Bridget Howrigan Rivet | Ralph McNall |
| Paul Clark | | Shirley Jacobs | John Minadeo, MD |

“Everyone who cared for me seemed like he or she had nothing else to do—each one was completely focused on me, they never seemed rushed or stressed, they were all very peaceful.”

— An NMC patient

| | |
|-----------------------|-----------------------|
| Charlie Moore | John Schreindorfer |
| Jeff Moreau | Albert Severy |
| Margaret Moreau | Sally Severy |
| Joe Nasca, MD | Heather Skilling, VMD |
| William Nihan | Tim Smith |
| William O'Connor | Stephen Stata |
| Corey Parent | Molly Stata Comeau |
| Pamela Parsons | Sarah Sterling |
| Stephen Payne, MD | Kathy Tabor |
| Peter Perley | Patrick Talcott |
| Albert Perry | Albert Tetreault |
| Marcia Perry | Thomas Traber |
| Keith Ploof | Paula Tremblay |
| Sylvia Ploof | Edward Tyler III |
| Susie Posner Jones | Lynn Vallee |
| Peter Rath | Howard Van Benthuyzen |
| Bryant Reynolds | Daniel Vanslette |
| William Roberts, MD | Albin Voegelé |
| Donna Roby | James Walsh |
| Karyn Rocheleau | Penny Wright |
| Samuel Ruggiano | Frank Zsoldos, MD |
| Kevin Scheffler | Judy Zsoldos, RN |
| Marietta Scholten, MD | |



From left to right: NMC CEO Jill Berry Bowen, Rear Admiral Warren C. Hamm, his wife Barbara Hamm and NMC Board of Directors President Kevin Manahan.

Honoring Community Service

Rear Admiral Warren and Mrs. Barbara Hamm were honored with this year's NMC Community Service award at an Incorporator's meeting at the hospital, on Monday, May 8.

They are pictured above with NMC CEO Jill Berry Bowen (on left) and Board of Directors President Kevin Manahan.

“Barbara and Warren Hamm exemplify what it is like to lead a life dedicated to service,” said Manahan.

“One does not have to look far to see the many examples of community offerings made over several decades that this couple has made.

Whether leading bold initiatives such as the 150th Commemoration of the St. Albans Raid or providing quiet support to those in need, Barbara and Warren's list of contributions has been extensive,” he said.



Pictured above: The 2017 Board of Directors

NMC's Board of Directors

President: Kevin Manahan, of St. Albans. Mr. Manahan is a CPA with A.M. Peisch & Company, LLP.

Vice President: Leon Berthiaume, of Swanton. Mr. Berthiaume is the CEO of the St. Albans Cooperative Creamery.

Treasurer: Dawn Bugbee, of South Hero. Mrs. Bugbee is a Vice President and the Chief Financial Officer of Green Mountain Power Corporation.

Secretary: Janet McCarthy, of Georgia. Mrs. McCarthy is the Executive Director of the Franklin County Home Health Agency.

President of the Medical Staff: Michael Kennedy, MD, of St. Albans. Dr. Kennedy is a general surgeon with Northwestern Medical Surgical Associates.

Lorne Babb, MD, of Enosburg. Dr. Babb is a physician with Cold Hollow Family Practice in Enosburg Falls.

John Casavant, of St. Albans. Mr. Casavant is a Risk Management and Insurance professional with NFP.

Nick Hadden, of Fairfax. Mr. Hadden is a private practice attorney.

Jake Holzscheiter, of Westford. Mr. Holzscheiter is the President and CEO of A.N. Deringer, Inc.

Paula Kane, Esq, of St. Albans. Ms. Kane is a private practice attorney.

William O'Connor, Jr, of Swanton. Mr. O'Connor is the former Chief Operation Officer for the Food Science Corporation, now retired. He is a volunteer at Northwestern Medical Center.

Marietta Scholten, MD, of St. Albans. Dr. Scholten is a practicing family medicine physician, the Medical Director for the Vermont Chronic Care Initiative and the Medical Director of the Franklin County Hospice Program.



Pictured above: The 2017 Medical Executive Committee

2017 Medical Executive Committee

Michael Kennedy, MD, President of the Medical Staff

Thomas Harrison, MD, Vice President

R. Donny Khela, MD, Secretary

John Minadeo, MD, Immediate Past President / Chief of Emergency Service

Julian Ferris, MD, Chief of Inpatient Medicine Service

Stephen Mason, MD, Chief of Surgical Service

Toby Sadkin, MD, Chief of Outpatient Medicine Service

Stacy Strouse, MD, Chief of Pediatric Service

Michael Barnum, MD, Member at Large



Pictured above: The 2017 Leadership Team

2017 Leadership Team

Jill Berry Bowen, RN, Chief Executive Officer

Chris Hickey, Senior Vice President, Chief Financial Officer

Lowrey Sullivan, MD, Chief Medical / Quality Officer

Jane Catton, RN, Senior Vice President, Chief Operating Officer / Chief Nursing Officer

Jonathan Billings, Vice President, Planning, Community Relations, and RiseVT

Tom Conley, Vice President, Human Resources and Organizational Development

Joel Benware, Chief Information, Innovation and Compliance Officer

Amy Putnam, Vice President, Physician Services



The 2017 Management Team

Pictured above: The 2017 Leadership Team at a retreat

Investing in Community Benefit:

Within the traditional structures of the American Healthcare system, much of the preventive work which is the foundation of healthy communities and healthy lifestyles is not reimbursed. Hospitals are among those organizations called upon to fund such endeavors as ‘community benefit.’ For NMC, this includes investing more than \$2 million a year into primary prevention to reduce the need for medical care – in addition to approximately \$1 million a year in Free Care for those who are uninsured or underinsured. NMC’s work here includes maintaining the crucial work of RiseVT despite the ending of the State’s innovation grant which helped fund its start up. It also includes collaborative community care management and related community wellness programming. For example, the community’s Healthy Hearts on the Move Health Fair is funded in large part by NMC to ensure access to free health screenings, engaging health education, and referral to needed care and service – and more than 400 people participated in 2017! Our involvement goes beyond programming as well. NMC is a major funder of the United Way of Northwestern Vermont to support their focus on health, income, and education – all of which aligns with a healthier future for all. We are active in and supportive of other important community organizations and initiatives, including the Rotary, the Franklin County Regional Chamber of Commerce, the Community Partnership, and more. This year, we invested tens of thousands of dollars into supporting initiatives and events in our community, including:

- the Jim Bashaw Cancer & Catastrophic Illness fund
- Voices Against Violence
- Girls on the Run
- the American Heart Association
- the Women We Can Expo
- Make A Wish
- Relay for Life and the American Cancer Society
- Franklin County Home Health Agency
- Tim’s House
- Martha’s Kitchen
- Prevent Child Abuse
- and many more.

In this way, NMC extends its reach and impact beyond the walls of the hospital and helps our highly skilled partners do important work to address social determinants which impact health – and long term, contribute to a healthier community with lower healthcare costs.

Proud to Partner in Caring for Our Community:

NMC’s focus on community need and community benefit are interwoven throughout our strategic plan. In alignment with our organizational value of “partnerships”, NMC is working collaboratively with numerous partners on strategic priorities including mental health and addiction, primary care, specialty and surgical care, and population health. Strengthening access, quality, and integration in these areas will strategically position NMC to continue to care for our community within whatever changes healthcare reform at the national or state level may bring.



Pictured: Participants in a Girls on the Run event

{ National Recognition } *we do that here.*



At NMC, we take the phrase “exceptional” very seriously.

We are passionate in our care for our community, and we strive to provide top-notch service for every patient at every encounter. Once again this year, our hospital was recognized nationally for excellence, including being named one of the Top 100 Rural & Community Hospitals in the United States. Our innovative use of technology earned us “Most Wired” hospital status for the second year in a row and our quality, reliability and personalization of care earned us an Avatar Award for Exceeding Expectations. We’re also proud to note that our nursing program received the Hurst Gold Standard of Nursing Care award for excellence in healthcare and patient satisfaction. NMC also garnered a LEAP award for high-performing use of strategic financial planning software to drive efficiencies. These accolades spotlight NMC’s incredible team, and we offer our deepest thanks for their commitment, their passion and their drive. You are truly exceptional.





Northwestern Medical Center
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St. Albans, VT 05478

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