

{ Hands-on care }

*we do that here.*



**Northwestern  
Medical Center**

**2018** *Annual Report*

# *a letter to our* community



*Pictured left to right:  
Leon Berthiaume, President  
NMC Board of Directors and  
Jill Berry Bowen, RN, CEO*

## **On the cover:**

Grace Eastman, LNA, sits with a patient in her room in the Progressive Care Unit. Our patient had her hair done for the photo shoot, and was excited to tell us about the wonderful care she received. She even sang us a song while we visited with her. Thank you both for allowing us to photograph you.



**T**hank you for entrusting your care to all of us. Among all the accolades earned by the NMC staff over the years - from designation as a “Top 100 Rural & Community Hospital” to “Most Wired” to the “Hurst Gold Standard of Nursing award” – perhaps none is as deeply appreciated in the hospital family as simply being chosen as your family’s hospital of choice. These are challenging times in healthcare. While we cherish the opportunity to provide exceptional care and service for our community of 55,000 people, every day the team here at your hospital faces:

- the impact of national shortages on our staff as we try to fill open positions in our workforce and retain top talent;
- the evolution of our electronic medical records;
- the ever-present opioid crisis affecting our community, state, and nation;
- the pressures to reduce healthcare costs while improving quality and expanding access to care;
- the transition from fee-for-service medicine (being paid based on numbers of visits and procedures) to a population health approach (where we are paid to keep people well and;
- our commitment to be innovative, flexible, and responsive within a tightly regulated state; and more.

Our NMC team has a deeply rooted personal and professional sense of purpose which drives them to rise to meet those challenges. We sincerely appreciate what our staff, medical staff, and volunteers do every single day to make a difference in the health of our community.

We are so proud that patient satisfaction with the care at NMC has earned 4 stars. Further, we appreciate our collaborative work with NOTCH, Franklin County Home Health, Northwestern Counseling & Support Services, the Vermont Department of Health, and UVM Medical Center that is helping reduce costs, avoid duplication, coordinate care, and improve access.

In our last annual report, we celebrated the \$2.8 million Exceptional Campaign which made possible our new all-private-room Progressive Care Unit, Medical Office Building, and Medical Clinic space. These new spaces are as efficient,

quiet, and supportive of exceptional care as we had dreamed. We are now working through the Certificate of Need process with the state to make improvements in the NMC Emergency Department. We are also beginning work on our next Community Health Needs Assessment and our next strategic plan to guide NMC’s continued path towards a healthier future.

This annual report is one opportunity for us to pause and reflect on those efforts over the past year. It is a chance to tell our big story through a set of small stories. Each article, each item, provides a different look at the tireless work of our team. You will see how each of our staff provides you and your family with a caring personal experience. You will see how our care managers and navigators help support you throughout your experience. You will meet the physicians and advanced practice providers who have joined our staff to expand access in line with community need.

You will see that this has been a challenging fiscal year for NMC and learn that NMC requested the lowest rate increase among all Vermont hospitals (while having had the lowest overall rate increase over the past 12 years). You will recognize the ease of access to outpatient services. You will see how we are investing in prevention and RiseVT to help the community embrace healthy lifestyles and reduce the cost of healthcare over the long term through prevention. This great work to provide the best care for our community does not come without stress to our organization as the state and national climate to provide healthcare is challenging longstanding traditions in how we provide care. We are taking a time out to reflect, listen, and catch our breath with our team. Amidst it all, you will find facts, figures, lists and photos that punctuate our story with pride.

We are proud of the NMC team and what they do, both in caring for our community and in taking a lead role in the transformation of the state’s healthcare system. We hope you will join us in voicing appreciation for all they do, every day, on our shared community journey to develop an integrated system of care where your well-being is the key to a healthier future.



Leon Berthiaume  
*President, NMC Board of Directors*



Jill Berry Bowen, RN  
*Chief Executive Officer*

*in your words:*

# our exceptional care, *our exceptional team*

At NMC, we pride ourselves on exceptional care that begins as soon as you step onto our campus and continues beyond your discharge. It begins with welcoming volunteers and a patient access team that is friendly and quick to respond. The experience continues through every hallway, reaching our care teams in all clinical departments and any visit to any practice includes more individuals than you may ever see as top-notch care requires seamless support from an army of passionate NMC'ers. We couldn't say it any better than our patients – and below are comments we received through social media, through our patient surveys and through our public website. We feel the same – and take this opportunity to say thank you to the more than 850 people who make NMC the truly special place that it is.



Our staff aim to acknowledge every patient and visitor whenever and wherever they meet.

*The staff here are phenomenal, friendly and go above and beyond for their patients while listening to them and showing care. Every single person I have had contact with here has made me feel comfortable and well-cared for.*

We know that a hospital stay can cause anxiety, and we try to anticipate the needs of our patients and visitors.

*The nurses did everything to make me comfortable, even asked a second time before leaving my room. They always brought chairs without having to ask, and asked my visitors if they needed anything. I was very impressed!*





Many departments support each hospital stay, including the Environmental Services staff (room prep and cleaning), Restaurant and Catering (room service), and Information Systems (data support & technology).

*Every one showed excellent care and concern, even the cleaning staff who entered my room quietly and asked if it was a good time. She was very friendly and asked if there was anything she could do for me.*



We take great pride in our facilities and continuously work to improve, upgrade and enhance the healing environment at NMC.

*They are brand new rooms.  
It is wonderful to be alone in the room.  
It was like staying in a 5-star hotel.  
Wonderful menu.*



NMC is fortunate to have healthcare providers who care deeply about their patients and who go above and beyond in their effort to heal with compassion and caring.

*He [my health care provider] is a kind man. He cares. His staff care. The hospital cares. I cannot thank him, his staff, and the hospital enough for what they did for me. The hospital treats people like they should be treated, kindly and with respect.*



continued from  
*previous page...*

For the NMC family, exceptional care means a best-practices approach wrapped with a feeling of community caring. We like to think of it as big-city care in a small-town setting.

*I am so grateful he landed at NMC – from the ER to the nursing unit, everyone was professional, compassionate and caring. His post-op care was excellent, loved that his private room had space for family to be comfortable...I have never been so impressed as I have been with our wonderful community hospital.*



Even with top-notch technology and state-of-the-art facilities, it is the people behind the care that are exceptional here at NMC.

*I can't praise or give thanks enough to all hospital staff I encountered on my stay. I hope they all know how wonderful they are.*





# { Exceptional Teams: *We do that here*



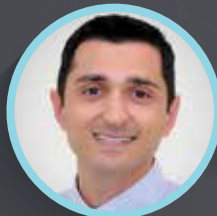
**Dr. Judy Fingerhut**  
Medical Director of Primary Care



**Stephanie Maloney, Au.D.**  
Ear, Nose and Throat



**Dr. Chester Areson**  
Georgia Health Center



**Dr. Kahren Aydinyan**  
Ear, Nose and Throat



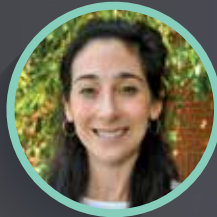
**Dr. Susan Carol**  
Occupational Health



**Dr. Haitham Nsour**  
Pulmonology



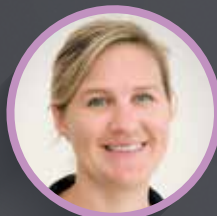
**Dr. Vishal Shah**  
Hospitalist



**Dr. Erica DeWitt**  
Primary Care



**Dr. Ted Boyer**  
Neurology Services



**Dr. Anna Royer**  
Associates in Surgery

## Some of our new faces helping meet a rising tide *of community need*

NMC added new healthcare providers and new practices this year, responding to needs in our community for access to primary care and specialty services.

We were pleased to welcome three new primary care physicians to our teams, including **Dr. Judy Fingerhut** who serves as the medical director of both our primary care practices. Dr. Fingerhut is joined by **Dr. Chester Areson**, practicing at Northwestern Georgia Health Center and **Dr. Erica DeWitt** who sees patients at Northwestern Primary Care in St. Albans.

These additions are key as a strong relationship with a primary care provider helps establish and maintain a healthy lifestyle over time.

NMC also strengthened its team in specialty services areas including surgery, pulmonology, occupational health, ear-nose-throat, and neurology.

**Dr. Susan Carol** joined the NMC family in the early winter as the Medical Director of Occupational Health. **Dr. Haitham Nsour** began working at Northwestern Pulmonology in July, and the summer months also saw the start-up of a new practice: Northwestern Ear, Nose & Throat. **Dr. Kahren Aydinyan** and **Stephanie Maloney Au.D.** make up the new team at that practice, restoring local access to ENT services.

**Dr. Anna Royer** also came on board in the summer months. She is a new general surgeon practicing with Northwestern Associates in Surgery.

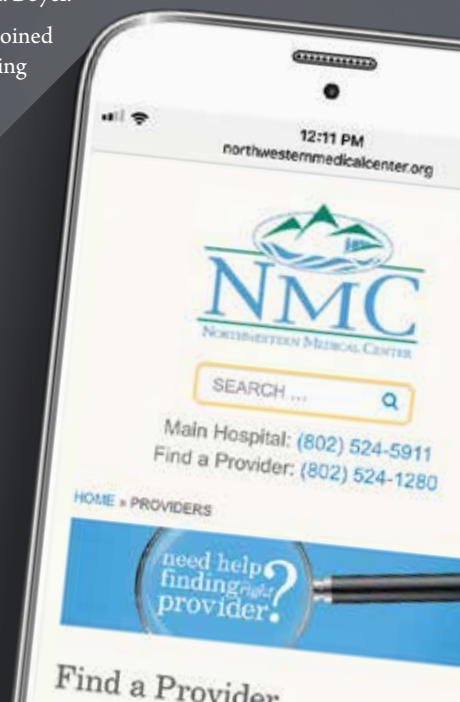
In September, NMC launched neurology services on campus, with **Dr. Edward Boyer**. The one-day-a-week service is a collaboration with the University of Vermont Medical Center who employs Dr. Boyer.

Also in September, **Dr. Vishal Shah** joined NMC's team of hospitalists, providing exceptional care for our inpatients.

## *Learn more online:*

Our electronic provider directory is the best source for information about healthcare providers in our community.

Visit [www.northwestern.org](http://www.northwestern.org) and search for providers by name or specialty, read their bios, learn about their backgrounds, and view Health Beat videos.





# *life-changing share*







***They lost everything in a devastating fire. Their NMC pediatrician connected the family with a free share of CSA produce, which had an unexpected impact on their lives.***

Fresh produce might not seem like life-changing material, but for Jami McDonald and her family some fruits and veggies led to large-scale change. In fact, the St. Albans resident credits access to a Community Supported Agriculture (CSA) share with improving her family's eating habits, health and wellness.

"It's life-changing," she said of the fresh produce she began receiving this past July. "It's been huge for us." The access to a weekly bag bursting with fresh, local produce came at an incredibly opportune time for McDonald and her husband Wade.

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**“ It’s life-changing.  
It’s been huge for us.”**

**— Jami McDonald**

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In the spring, the couple lost their home in a fire that they were lucky to escape from with their lives. They woke up in the middle of the night to the sound of windows exploding.

Their fire alarms didn't go off because the fire started on the outside of the house and engulfed the structure before the couple and their two-month-old daughter knew what was happening.

McDonald grabbed her daughter Mila like a football and ran down the stairs just as the roof caved in. She and her shell-shocked husband kicked the back door open to get outside. "Watching everything we ever worked for going up in flames," she said.

After the fire, Dr. Jennifer Covino of Northwestern Pediatrics

## { Community Health Needs: *Obesity*



who is Mila's pediatrician, connected the family with the free share of the CSA produce. The offering was part of an initiative of the Northwest Vermont Healthy Roots Collaborative, a program largely supported by NMC, that seeks to strengthen the local food system.

Healthy Roots provided the free produce for pediatricians to give to patients – a pilot program that may expand for the future. The free produce couldn't have come at a better time for the McDonalds, helping make life easier for the family as they struggled to figure out how to move forward.

"We wouldn't have been able to afford to go to the grocery store and get the produce we needed," said Jami. She noted that produce can be the most expensive thing on a grocery list – and having easy access allowed her to lose her "baby weight" and feel healthy during a very stressful time. The share also spurred a change in her husband, who had high blood pressure. Jami said he always found vegetables to be disgusting, but he's now regularly eating salad for dinner and

seeing improvements in his blood pressure. "I never once thought it would happen," she said of their salad dinners, jokingly asking him "Who ARE you?"

### “ She'll eat what we eat.”

— Jami McDonald, on the importance of changing her family's eating habits and modeling healthy habits for their young daughter.

Simply put, the CSA made life easier. Each week, Jami picked up her share at the convenient downtown location of City Hall – any time between noon and 4 p.m. The pick-ups contained more than just fruits and veggies. They also included a cutting board, a knife, a recipe book, fresh herbs and free taste tests from the items in the week's bag. The samples, recipes and wide variety of produce led to experimentation and excitement. She said she made an amazing pasta salad with arugula ... even after her first thought was "WHAT IS THAT? I can barely say it!"

Changing her family's eating habits was important to Jami as she thinks about setting the stage for her daughter. "She'll eat what we eat," she said, relishing the fact that she and Wade are now modeling such healthy eating habits. She is enthusiastic about the free CSA shares program and recommends others try enrolling their families. She's even interested in sponsoring another family to receive a free share – she'd love to give back to the program. "We'll do whatever we can to keep it going," she said.

**Healthy Roots Shares is a pilot program launched by Healthy Roots in partnership with NMC, Northwestern Counseling and Support Services, Vermont Blueprint for Health and the Vermont Department of Health.**

This pilot was championed by pediatricians at Northwestern Pediatrics who, like other primary care providers, are asking the Hunger Vital Sign questions to



identify food insecurity. This year's pilot participants were identified by their providers as someone who could use additional food support.

The shares are provided by Blue Heron Farm in Grand Isle. Five families were involved in the first Healthy Roots Shares pilot, who each enjoyed 18 weeks of fresh produce – roughly a value of \$25 of certified organic fruits and vegetables each week.



## Care Management in Action

Behind every patient experience is a team of healthcare heroes who craft creative care solutions. Our physicians, nurses and care management team work closely together on services that go above and beyond what you may think of as traditional “at the bedside” care. Often, those solutions result in better patient outcomes AND savings to the healthcare systems. Here are some examples:

Finding housing for a patient with multiple chronic conditions and no family supports. Funding supported by NMC allowed for quality housing overseen by a case-worker to avoid emergency room visits.

Finding transportation to and from treatment for cancer patients.

Keeping healthy people healthy.

Helping high risk patients obtain food stamps to ensure they have enough to eat, avoiding admissions to the hospital for food and basic support.

Arranging services for a high-risk pediatric patient including coordination with nursing team, Franklin County Home Health Agency, physical therapy, neonatal medicine, pulmonology and neurology. Working together to keep this patient at home.

Helping elderly patients remain at home by coordinating care with the Veterans Administration, and finding a way to get much-needed and costly medication and supplies.

Buying shoes and walking assistance devices for patients who are at risk of falls.

# our year *in review*



**NOVEMBER 6, 2017**

Northwestern Ophthalmology moves to new space on Fisher Pond Road.



**FEBRUARY 1, 2018**

Progressive Care Unit addition opens with all private rooms

**MARCH 1, 2018**

NMC's Bright Ideas program launches, rewarding staff innovation

**DECEMBER 2017**

Kiosk for disposal of unwanted medications is installed



**NOVEMBER 20, 2017**

NMC opens the new Medical Office Building with the Governor and hundreds attending



**MARCH 2018**

Public launch of the SurviVermont program





### **MAY 2018**

Final campus paving takes place



### **JULY 2018**

Gym renovations in Cobblestone bring together Cardiac/Pulmonary Rehab and the Physical/Occupational Therapy workout spaces

### **OCTOBER 2018**

NMC raises \$32,000 for United Way

### **SEPTEMBER 2018**

NMC's Patient Financial Services moves back to campus after years on Lake Street

### **AUGUST 2018**

Northwestern Ear, Nose & Throat opens for business

### **JUNE 2018**

NMC begins project for Web Ambulatory electronic medical record – go-live anticipated in March 2019

### **JUNE 28, 2018**

E-insights, the digital version of the Insights newsletter, is published for the first time!





# Rising to the challenge of addiction

*In the coming year, addiction treatment at NMC will become the sole focus of the Northwestern Comprehensive Pain clinic and that practice will soon be renamed to reflect that focus. In keeping with the evolution of best practices for the treatment with patients with chronic pain, NMC is working toward helping patients with chronic pain transition their care to their primary care providers – a change that follows a national trend of patient reintegration. In best practice, patients dealing with chronic pain receive integrated and coordinated care from their primary care providers, rather than in stand-alone clinics.*

## A Focused Approach to Battling Addiction

This change also allows for a restructuring of the current clinic to support the growing success of addiction treatment services at NMC.

A singular focus and a new identity for the practice will reflect the desire to help people struggling with addiction with creative and multi-faceted approaches, says Dr. Suzan White, who has been with the practice for three years.

“We are doing some really cool things here,” she said, talking about creating positive feedback programs for

patients to develop healthy habits, grants which helped provide transportation to treatment sessions, and even just simple recognition of small milestones of progress.

Patients battling addiction need care that is not judgmental, that is empathetic, and hopeful.

These are the key elements Dr. White and her team are eager to provide. “That’s the trio you want in a provider who’s helping you overcome addiction ... someone who will hold the light for you and show you the path.”

This culture of empathetic treatment with clearly communicated

expectations has led to success for many patients and Dr. White can foresee a future when complimentary services are offered under one roof so that a treatment facility could go beyond treatment of addiction with medication and offer alternative therapies and wraparound support.

“We want to maximize the supports and remove the barriers to success,” she said, noting that people struggling with addiction may need help with practical considerations like getting their license back or finding a job as well as more fundamental considerations like restoring self-esteem and finding hope.



## Treating Pain and Reducing Opioid Prescription

This evolution in what has been known as NMC's "Pain Clinic" also provides an opportunity for NMC to change approaches to opioid prescribing practices for patients with chronic pain.

Research shows that high levels of opioid prescribing may do more harm than good. And, coordination of care for pain within the Primary Care setting is a key element of treatment success. Using treatment approaches like physical therapy, chiropractic care, health coaching and acupuncture could be effective in managing pain and bypass addiction concerns.

NMC is committed to addressing the statewide issue of addiction, and to supporting our local healthcare community on the issue. NMC CEO Jill Berry Bowen is a member of Vermont's Opioid Coordination

Council and has called attention to new rules on opioid prescribing. "With these new rules in place, patients throughout our community are being cared for in alignment with this safety-focused approach."

This fall, NMC hosted a training session with the Boston University School of Medicine called SCOPE of Pain – a Safe and Competent Opioid Prescribing Education. The event focused on effective communication and the potential risk and benefits of opioids for managing chronic pain.

It also covered assessment of opioid misuse risk and how to manage opioid therapy including drug tapering using a patient-centered approach.

The training connects with a standard treatment protocol for our community, helping to create consistent coordinated care in every practice.

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**"With these new [federal] rules in place, patients throughout our community are being cared for in alignment with this safety-focused approach."**

NMC CEO Jill Berry Bowen

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A multi-disciplinary team of specialists from our medical staff developed that standard treatment protocol based on Centers for Disease Control and Prevention (CDC) recommendations.

Participants in the development included: Dr. Judy Fingergut of Northwestern Primary Care;

**"We want to maximize the supports and remove the barriers to success."**

Dr. Suzan White, DO  
Addiction Care



Dr. Michael Barnum of Northwestern Orthopaedics and Rehab; Dr. Suzan White of Northwestern Comprehensive Pain; Michelle Kearney, PA, of Northwestern Comprehensive Pain; and NMC's Chief Medical Officer, Dr. Lowrey Sullivan.

## Evolution for Advancement

This evolution in care reflects our commitment to exceptional care. NMC strives to keep pace with the latest advancements in the practice of medicine, and brings them to our community through collaborative development of new programs and protocols.

Chronic pain and addiction are two key community health issues, and this new approach allows for the best possible care in the most appropriate settings.

## Promising progress in the *RiseVT movement*

*Individuals, schools, workplaces, and municipalities are joining the RiseVT movement in Franklin and Grand Isle counties to embrace healthy lifestyles with a shared vision of a community where healthy habits are the norm and the healthy choice is the easy choice. Results from the fall of 2018 through the summer of 2018 are eye-catching:*

Individuals are showing up! 86 RiseVT show-up events, many held in collaboration with community partners, drew over 2,000 attendees! In the participant survey, an inspiring 95% said RiseVT was making it easier for them to make healthy choices and the same number said they would be likely to participate in the activity again. Plus, 88 new individuals were health coached through RiseVT, with 95% meeting their monthly goals and 31% decreasing their risk factors!

Schools are getting even more excited about wellness! 100% of our 21 local schools now have active wellness committees and three of the five supervisory unions improved their wellness policies. RiseVT was active in 50 classrooms and 92% of those classrooms achieved Silver or Gold designation on the evidence-based classroom scorecard. That means increased physical activity, healthier snacks, proper brain breaks, and other healthy facets for our kids!

Municipalities are rocking with RiseVT. Twelve communities have formally engaged, with 92% of them increasing their recognition level on the evidence-based scorecard that looks at policies, infrastructure, and other ways a municipality can help its residents enjoy healthier lives.

Worksites are advancing their cultures: 53 local businesses are active with RiseVT and 27 of those achieved the national target of having 50% or more of their employees actively participate in their wellness programs! We are seeing more smoke-free campuses, more breast-feeding friendly businesses, and more attention given to the healthy and wellbeing of workers.

This emphasis on healthy lifestyles is particularly important for our future, as the measurement study conducted by RiseVT, the Vermont Department of Health at our local elementary schools showed that 42% of our 1st, 3rd, and 5th graders are either overweight or obese.

These advancements are so exciting. RiseVT is about amplifying, accelerating, and igniting healthy changes here in Franklin and Grand Isle counties. This work, done in partnership with the Vermont Department of Health and so many other community partners, has drawn state and national attention – and we are thrilled that OneCareVT and a statewide board are now scaling RiseVT up statewide while we maintain our focus here in our community. Together, we can achieve a healthier future for all Vermonters through prevention. To learn more and join the movement, visit [www.RiseVT.org](http://www.RiseVT.org) or connect with us on social media!



**21**  
**SCHOOLS**

WITH ACTIVE WELLNESS  
COMMITTEES



**53**  
**BUSINESSES**

ACTIVE WITH  
RISEVT



**86 show-up events drew  
2000+ ATTENDEES!**

**THE RISEVT MOVEMENT HAS RECEIVED  
STATEWIDE AND NATIONAL ATTENTION**





Photos: RiseVT at work in our community, supporting healthy choices where you live, work, learn and play. From community walks and runs, to Play-it-Forward kickball games, making bike helmets available and encouraging healthy eating—wellness is on the rise!



# investing for a *healthier community*

Many issues which impact community health go beyond the direct care NMC provides. As a not-for-profit hospital and as one of the largest employers in the region, we carry a responsibility (formal and informal) to help address these issues. We do so through our 'community benefit investments' (a term of the Internal Revenue Service – IRS) to help our community achieve a healthier future.

Lack of financial resources is a barrier to good health. To help, NMC provides free care for those who meet guidelines (income below 300 % of the poverty line). That amounted to more than \$1 million of care in Fiscal Year 2018.

NMC believes that reducing the demand for costly medical treatments by preventing illness and chronic disease is a vital part of bending the cost curve in healthcare long term and improving the quality of life. Therefore, we make a significant strategic investment in prevention.

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**“For every dollar we spend on prevention we see a 5 to 1 return on investment in just 5 years. We simply can’t fix our economy without it.”**

National Prevention Institute

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We are the major funder of the RiseVT movement which is helping our community embrace healthy lifestyles and creating an environment where healthy changes can be sustained.

NMC partners with Northwestern Counseling & Support Services to bring the “Healthy Hearts” health fair to the community each

February, providing access to education, free screenings, referrals, and family fun for hundreds of attendees.

We are a significant funder for the Franklin Grand Isle Tobacco Coalition efforts, which has been instrumental in reducing the rates of tobacco use in our community.

We are also the backbone agency and major funder of the Healthy Roots Collaborative, the diversified agricultural effort in our local region which is helping fresh healthy local produce and foods into homes across our community. NMC’s investment in these primary



Runners break away from the starting line at a Girls on the Run race. NMC proudly sponsors the transformational learning program.



Courtney Leduc, RN, delivers food to Martha's Kitchen. NMC's nursing team made meals for Martha's Kitchen several times this year.

prevention programs and related work totals more than \$600,000 in Fiscal Year 2018.

The National Prevention Institute says, “For every dollar we spend on prevention we see a 5 to 1 return on investment in just 5 years. We simply can’t fix our economy without it.”

In addition, NMC provides flexible funding through our Care Management process to help patients address concerns relating to social determinants that interfere with their recovery and good health.

This year, our investments have assisted with temporary housing for homeless individuals, transportation for those needing rides to care, assistance with medications, access to rehabilitation, support for physical activity, and even things like air conditioners in cases of medical need.

On top of these identified efforts relating to community benefit, NMC provides over \$100,000 a year in funding to key community partners working on priorities within the community health needs assessment, on social determinants such as housing, and on related efforts to improve the quality of life.

These agencies are able to have a positive impact in areas outside NMC’s direct expertise but which directly impact the lives of our patients and our staff.

NMC is a significant funder of the United Way of Northwestern Vermont and also provides donations to partners including: AgeWell; the American Heart, Cancer, and Alzheimer’s societies; Martha’s Kitchen; Tim’s House; Franklin County Home Health; Hard’Ack; the Franklin County Regional Chamber of Commerce; the Vermont Futures Project; the Howard Center; Make A Wish; Northwest Family Foods of CVOEO; Mobius Mentoring; Special Olympics; the Swanton Teen Center; Voices Against Violence; Girls On the Run; the Friends of Northern Lake Champlain; Prevent Child Abuse Vermont; the St. Albans Rotary Club; and more. No single agency can tackle the challenges of our community alone and NMC is proud to collaborate with these great partners as we work collectively towards a healthier future for all.



*Dr. Elisabeth Fontaine is Medical Director of RiseVT and Lifestyle Medicine at NMC. She wrote prescriptions for play at several community events this year, including NMC’s annual Healthy Hearts on the Move event in February. The event drew more than 500 people to St. Albans City School for active play, healthy food, and wellness education.*





## smiles for *recovery*

This year NMC launched a new charitable fund – Smiles for Recovery – to provide dental assistance to people recovering from addiction.

## 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 the more than 500 individuals and businesses who contributed a total of \$2,807,909.09.

### Individuals

- Anonymous (8)
- 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 Boulerville 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 Bessette
- Marc and Brittany Bessette
- 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
- Stacey and Matthew Bouchard
- Dennis J. Boucher
- Jacqueline Boudreau
- Stacey Boudreau
- Donna and David Boudreau
- Steve and Debbie Bourgeois
- Lisa Bovat
- Jane C. Bower
- Anne and Gerald Bowers
- Koi Boynton
- Lainey and Megan Branon Smith
- Jodi Bray
- Stephanie and Jason Breault
- Amy Brewer
- David and Kimberly Brickner
- Eric and Stephanie Brigante
- Randy and Andrea Brock
- Tracey Broderick
- Mary Powell and Mark Brooks
- Dr. Gregory and Mr. Joseph Brophey
- Sheila Brown
- Rachel and Noah Brown
- Hon. Lawrence H. Bruce, Jr. and Susan Roush Bruce
- Abigail Buck
- Dawn and Jesse Bugbee
- Michele Burke
- Caryn and Danny Burleson
- Mary and Mark Bushey
- Jerri Bushey
- Janice Bushey
- Kelly and Daniel Callan
- Maikie Camp and Jacqueline Shiffler
- Kelly and HD Campbell
- Dina Carey
- Michelle and Darren Carner
- John and Sandra Casavant
- Frances Casey
- Amy and Jon Centabar
- Jennifer Chalifoux
- Sandra King-Chicoine, RN
- Chip Chiappinelli, MD
- William and Therese Cioffi
- John and Trudy Cioffi
- Luke and Michelle Cioffi
- Brian Clukey
- Kathleen Coburn
- Patricia Colburn
- Lori Columb
- Phillip Condon
- Heaven Conger and Ethan Trombly
- Tom and Joy Conley
- Kelly Connolly
- Carrie and James Consentino
- Gale Conte
- Benjamin and Amy Cooke
- Margaret and Bernard Coon
- Lisa Cornforth
- Dr. Michael and Janice Corrigan
- Laurie and Todd Cosgrove
- Judge George and Mrs. Diane Costes
- Jennifer Covino, MD
- Johanna Crane-Godin and George A. Godin
- Peter and Pam Cross
- Joshua Curtis and Laura Isham
- Ruth Kane and Donald Curylo
- Kristy and Corey Cushing
- Paula and Steven Cutting
- Heather Cutting
- Tammy and David Cyr
- Craig Day
- Lori and Andrew Deering
- Darlene and Ken DeHart
- Ann Delaney
- Demers Family
- Sarah DeSilvey, FNP
- Clarence and Natalie Dishaw
- Dawn Dodd
- Jacqueline Domingue
- Mari and Perry Donna
- Dorothy Dowling
- Annette Dragoon
- James R. and Doris L. Driver
- Brian and Penny Dubie
- Faith and Scott DuBois
- Kimberly Duffel and Damon Hall
- Larry and Carol Dugan
- Deborah and David Durant
- John and Deanna Edwards
- Michael and Bonnie Evans
- Richard and Mary Ewins
- Amber Felisko
- Rebecca Fenn
- Julian Ferris, M.D.
- Erica Finnegan
- Nancy and Wayne Fiske
- Jay Fleury
- Elisabeth Fontaine, M.D.

Dr. Suzan White, a psychiatrist and the Medical Director of Addiction Treatment at Northwestern Medical Center, is the generous visionary behind the new fund.

“Poor dentition is not only a serious health issue for my patients, it adversely affects their ability to find and keep a financially stable job, as a result, an entire family may suffer socio-economic consequences due to a working parent having bad teeth,” said Dr. White.

Dr. White kick-started the fund with an initial donation and is actively helping NMC secure additional

support for the effort. NMC has high hopes to grow the fund in the coming year. The program is a unique example of exceptional caring from a healthcare provider, and creative support for our patients battling addiction.

To learn more about supporting the new Smiles for Recovery Fund, or other philanthropic opportunities, contact Development Director Jeff Moreau at 802-524-8467.

**“Poor dentition is not only a serious health issue for my patients, it adversely affects their ability to find and keep a financially stable job, as a result, an entire family may suffer socio-economic consequences due to a working parent having bad teeth.”**

Dr. Suzan White, a psychiatrist and the Medical Director of Addiction Treatment at Northwestern Medical Center

- Brenda Forand
- Jodi Forwand, M.D. and William Butler
- Sara and Jon Frail
- Michelle Frank
- Stephanie and Corey Fregeau
- Jodi and James Frei
- Jun Fu, M.D.
- Mark and Robin Fyles
- Anna Gabaree
- Ray and Eileen Gadue
- Thomas Gallagher
- Priscilla Galloway
- Christine Galuszka
- Elizabeth and Ted Gamache
- Kristen Gamache and Hunter Young
- Valdemar and Bridget Garibay
- Shari Swainbank and Phil Gerbode
- David P. Gervais
- Gary and Cindy Gibson
- Christi Giroux
- G. Mary Gladden
- Brian and Karen Gold
- David C. and Nilda Gonnella-French
- Winton and Valerie Goodrich
- Cassie H. Gordon
- Kimberley Goss
- Laura and Michael Gouthreau
- Leon and Amy Graves
- Deb and Tim Green
- Monica and Craig Greene
- Christopher and Susan Grimes
- Gail Grismore and Bob Grismore
- Carol Groening
- William and Mary Groff
- Marilyn and LeRoy Grunewald
- Deanne Haag, MD
- Nick and Faith Hadden
- Amie Hakey
- Jolie and Kelly Haley
- Radm. and Mrs. Warren Hamm, Jr.
- David and Jeffrey Handy
- John and Lisa Hango
- Roy and Margaret Hango
- Randy Hartman
- Janet and Pat Havrilko
- Cintra Hazen
- Margaret Heald
- Rett and Emily Heald
- Harold and Sally Hebert
- Samuel Hellman
- Frances M. Henry
- Christopher and Carol Hickey
- Amanda and Jason Hill
- William and Jean Hobkirk
- Courtney Hodet and Duane Owen II
- Peter and Christy Hofstetter
- Jacqui C. Hood and Lawrence J. Lefebvre
- Stephen, Kathleen and Lily Howe
- Jennifer and Ryan Howrigan
- Bridget Howrigan Rivet and Gerald Rivet
- Thomas and Barbara Hungerford
- Joyce and Ramon Hunt
- The Hurteau Family
- Shirley Jacobs
- Robert and Diane Leach Janelli
- M. Hayden Janes
- Mavis Bashaw Janes, RN
- C. Quentin Janes
- Sarah Jemley
- Dr. John and Paula Johnson
- Nicole and David Johnson
- Kenneth and Nancy Johnson
- Jordan Family
- Paula Kane, Atty. and Greg Pierce, P.E.
- Ken and Joan Kaye
- Melissa Keelty
- Karen Keller
- Janice M. Ketchum
- Dr. Rajvinder Khela
- April and Paul Kilbury
- Norma Kimball
- David and Monica Kimel
- Kevin King
- Nathan and Jessica King
- Karlinda King
- Matthew and Brianne King
- Ted and Karen Kissane
- F. JoAnne Kittell
- Doug and Carol Klette
- Coleen and Callie Kohaut
- Sally Krupp
- Marc Kutler
- Katharine and Kevin Laddison
- Hank and Molly Lambert
- Laura Lang
- Donald Lange
- Brittany LaPan
- Erin LaRocque
- Jim and Teresa Larose
- Joe and Brandy Latimer
- Susan Lawlor
- Wendy Lawrence
- Michelle and Robert Lawrence
- Mark and Chelsey Lawyer
- Gina LeClair
- Michelle and Benjamin LeClair
- Moira Leduc
- Deanna Lefluer
- Donald and Janet LeGrand
- Alex and Karen Lehning
- Valerie Lehouiller
- Paula Denise and John Lescure
- Carol Livingston
- John Livingston
- Darla and Kevin Lothian
- Deborah and Stephen Loughlin
- Jean M. Lowe Trust
- Erin Lowell
- Shirley and Deric Lunna
- Jacy Lunna, LPN
- David and Gail MacCallum
- Tina Machia
- Elaine and Matthew Magnan
- Katy and Kyle Magnuson
- Kevin and Margaret Manahan
- JoAnn and Michael Manahan
- Michael Manahan
- Roya Mansoorani, MD
- Linda Martell
- Helen Maskell
- Haskell and Patricia Mayo
- Sandy and Rick Mayotte
- Vaughn Mays
- Janet and Michael R. McCarthy
- Jack and Pam McCarthy
- Daniel McCoy
- Mary Ann McDermott
- Alan and Dale McFeeters
- Mark and Martha McGinn
- Danielle McLaughlin
- Brendan and Kim McMahon
- Jackie McNall
- Leanne Medor
- Jamie and Kate Merchant
- Kimberly and Jamie Messier
- Peggy Meunier
- John Minadeo, M.D.
- Donald and Stephanie Miner
- Katie Montagne, M.D.
- Charlie and Sheri Moore
- Jeffrey and Heather Moreau
- Margaret Moreau
- Rev. M. Moretti
- Richard and Patricia Morton
- Allison and Tyson Moulton
- Don Mueller
- Dr. and Mrs. Joseph Nasca
- Jonathan and Lisa Newhard
- John A. and Helen W. Newton
- John and Karla Newton
- Paul and Kristin Newton
- Jon, Sarah, Cameron and Connor Nielsen
- Keirsten Nulph
- Jolene O'Connell
- William and Susan O'Connor
- Linda and Michael Olmstead
- Frederick and Susanne O'Neill
- Tami-Josée Ordway



# planned provisions *benefactor:* *Jane Bower*

Retired school teacher Jane Bower believes in the necessity of planning ahead. For the past several years she's been responsibly organizing a legacy to benefit the patrons of Northwestern Medical Center, with hopes of encouraging others to do the same.

"I want to share with others the possibilities of helping a large number of people by remembering NMC in their wills or trusts," she says.

Ms. Bower initially named NMC's Palliative Care department as recipient of her bequest. "I've had experience with the death of my husband and more recently my mother; and know how crucial good palliative care is for both the patient and their families," she says.

During a subsequent discussion with NMC's CEO Jill Berry Bowen, Ms. Bower says she learned more about RiseVT and its positive impact on the community.

"RiseVT is a vital program for our

## Gifts from Our Community: NMC's Capital Campaign *continued...*

- Sandra O'Sullivan Smith and Jeffrey Smith
- Amy and Bryce McNall
- Lesley Bliss Palmer
- Richard and Bonnie Paquette
- Burton A. Paquin, Sr.
- Jenny Paradee
- Caroline Parent
- Miller B. Pearsall, M.D.
- Bradley Peduzzi
- Clifford and Christine Peebles
- Dean and Mary Pelkey
- Brian and Lisa Pelkey
- Walter and Kathryn Peno
- Dorothy Perkins
- Cindy Perry
- Catherine Peters
- Mary and Todd Pigeon
- Jamie and Nathan Pinkham
- Robert Pitts
- Brittany Place
- Joan Plaisted
- Donald Poirier
- Melissa and Timothy Poirier
- Sherry and Steve Pontbriand
- Paul Poquette Family
- Danielle Pothier
- David and Betty Powell
- Rob Prim
- Amy Putnam and Joseph Putnam
- Kelly Quilliam
- Peter and Patricia Rath
- Elizabeth Ratta
- The Ravlin Family
- Sandra Raymond
- Russell and Susie Reed
- Adam and Elizabeth Reed
- Prescott Reiner
- Chris and Bonnie Reinfurt
- Restaurant and Catering 2016
- Alissa Rich
- Darrin Ries
- Barbara Riley
- Kathleen Riley
- Rose Rixon
- Lara Robtoy
- Donna Roby
- Karyn Rocheleau
- Louise Rocheleau
- James B. and Maris S. Rock
- Carl and Robin Rosenquist
- Kelly Ross
- Jeanne Royer
- Melissa Royer
- Patricia Rugg
- Nancy Ruhle
- Gary and Cindy Rutkowski
- Dr. Toby Sadkin and Mr. Dale Hohm
- Jennifer Savage
- Jessica Scanlon Corliss and Jesse Corliss
- Patricia Joy Schekter
- Ross Schifo
- Marietta Scholten, MD and Stephen Payne, MD
- Dr. Edward Schumer
- Pamela Scott
- Sherry Scott
- Christine Sears
- Albert and Sally Severy
- Heather Shenk
- Meagan Shine
- Don and Pam Shook
- Frank and Helen Short
- Darius Sidebotham and Cara Quackenbush
- Gregory Silvetry
- David N. Simcoe, D.O. and Eva Simcoe
- Corinne and William Simonds
- Ted Sirotta
- Carolyn and Patrick Slattery
- Tim and Denise Smith
- Heather Smith
- Dr. Wayne and Mrs. Jodi Smith
- Nila Spaulding
- Kimberlee Spaulding
- Marie Speer
- Scott Spicer, MD
- Dr. Steven and Mrs. Tami St. Marie
- Karen and Peter Staniels
- Sarah and Allen Sterling
- Christina and David Stetson
- Stacy Strouse, MD
- Dr. Lowrey and Mrs. Karin Sullivan
- Robert and Valerie Sullivan
- Thomas Suppan, M.D.
- Patrick and Sarah Talcott
- Dr. Michael and Debra Tanneberger
- Jocelyn Tedford
- Lindsay and Roger Thieken
- Matthew and Caitlin Thiel
- Sally Thomas
- Scott Thompson
- Adam and Heidi Thompson
- 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
- Stetson and Erin Ward
- Wendy Watson, RN
- 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

children's futures with education and activities in the schools, and as a former elementary teacher, I clearly see how this would be a good thing for our children," she says. "I decided I wanted to specify them in my Trust."

Bower has since named RiseVT as an additional beneficiary, extending the range of future support. "In dividing what I bequeath to NMC 50/50 between Rise VT and Palliative Care I feel I'm helping others throughout their lives."

Maintaining an active lifestyle during retirement, Ms. Bower says, "Rise VT also has programs and activities in Saint Albans and neighboring

communities for all ages. I understand the importance of diet and exercise in maintaining my best health, and I want to help others live their best lives."

While NMC is just one of a few local charities Ms. Bower has chosen to support, her generous provisioning will surely benefit the lives of many to come.

"What easier way to help so many people, than to support our beautiful hospital and all they do for us," she asks. "NMC offers so much to us in so many ways I'm hoping reading about making them a beneficiary in my Trust might spark a desire for others to do a similar thing."

**"I want to share with others the possibilities of helping a large number of people by remembering NMC in their wills or trusts."**

**Jane Bower, benefactor**

For those interested in learning more about planned giving at Northwestern Medical Center, please contact our Director of Development, Jeff Moreau at: 802-524-8467 or by emailing: [jmoreau@nmcinc.org](mailto:jmoreau@nmcinc.org).

## 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 - MorrisSwitzer - 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.
- Suncrest Healthcare Communities
- 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 Memory of Jim Bashaw
- In Honor of Ashley Bernadette
- In Memory of Albert R. Berry
- In Memory of Francis and Antonia Berthiaume
- In Memory of Burton Bertonecli
- In Memory of Stan Boardman and Doris Potter Boardman, RN
- 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 Phillip and Tressa Condon
- 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 Richard and Ruth Hungerford
- 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 Ashley Bernadette Simard
- In Honor of Grant Robert Simard
- In Memory of Francis Ste. Marie
- In Honor of Sarah Sterling
- In Memory of N. Charles Taylor
- In Memory of John Thibault
- In Loving Memory of Roberta J. Voegel
- 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, the NMC Community Fund, the RiseVT Fund and the Smiles for Recovery Fund.

### Individuals

- Anonymous
- Shawn and Kristin Allard
- Jennifer Armstrong
- Judy A. Ashley
- Mary Bates
- Dr. Rob Beattie and Jane Catton, RN
- Joel and Tanya Benware
- Robert Bessette
- Jonathan and Marilyn Billings
- Bass-Terpstra and Bittner Families
- Pamela Bonsall
- Kiersten Bourgeois
- Steve and Debbie Bourgeois
- Jill and Tim Bowen
- Jane C. Bower
- Dr. Grace and Daniel Branon
- Tracey Broderick
- Mary and Bill Bronson
- James Brouillette
- Hon. Lawrence H. Bruce, Jr. and Susan Roush Bruce
- William Cain
- Patricia M. Chadwick
- Sandra Chagnon
- Liz Champagne
- John and Kim Chesarek
- Dr. Emanuele and Mrs. Mary Chiappinelli
- Luke and Michelle Cioffi
- Family of Mary H. Connor, RN
- Lisa Cornforth
- Dr. Michael and Mrs. Janice Corrigan
- Lynne Crocker
- John Cronin
- Kristy and Corey Cushing
- Nancy Davis
- Marcia Davis
- Dr. Rich and Tasha Dickinson
- Dr. Richard and Rep. Lynn Dickinson
- James Dickmann
- Dorothy Dowling
- Bonnie Evans
- Richard and Mary Ewins
- Julian Ferris, M.D.
- Dr. Elisabeth Fontaine
- Kim Foss
- Theresa Gendreau
- Dr. Wallace Good, Jr.
- Bonnie Gosson
- Leon and Amy Graves
- Gail Grismore and Robert Camisa
- William and Mary Groff
- Nick and Sherry Hadden
- Radm. Warren C. Hamm, Jr.
- Stanley Hancox
- John and Lisa Hango
- Melissa K. Hango
- Roy and Margaret Hango
- Genevieve Harbec
- Jay Hartman
- Margaret Heald
- Christopher and Carol Hickey
- Ken and Judy Holzscheiter
- Virginia Howrigan
- Carrie Johnson
- Kenneth and Nancy Johnson
- Carol Kane
- Rep. Kathleen Keenan
- William Knaus
- David and Sue Knightes
- Coleen and Callie Kohaut
- Kenneth Koski
- David Landry
- Mr. and Mrs. Marvin Langevin
- Robert T. Lanoue
- David and Moira Leduc
- Catherine Liberty
- Sally Lindberg
- Carol Livingston
- Darla and Kevin Lothian
- David and Karen Luneau
- Kevin and Margaret Manahan
- JoAnn and Michael Manahan
- Laura and Mark Manchester
- Steve and Marianne Marshall
- Haskell and Patricia Mayo
- Leanne Medor
- Dr. John Minadeo
- Dr. Katie Montague
- Jeffrey and Heather Moreau
- Chelsea Mulheron
- Gerald and Lisa Myers
- Richard and Debbie Olmstead
- Linda and Michael Olmstead
- Jessica Nadeau
- Dr. Joe Nasca
- John and Helen Newton
- Dr. Miller Pearsall
- Dean and Mary Pelkey
- Albert and Marcia Perry
- Dr. Mary Ann Yeatts Peterson and Keither Peterson
- Sharon Plouff
- David and Betty Powell
- Amy Putnam
- Brandi Rainville
- Darrin Ries
- Karen Rocheleau
- Christine Romano
- Codie Rushford
- Dr. Toby Sadkin
- Dr. Dennis Sanders
- Pamela Scott
- Sherry Scott
- Chris Sheldon
- Debbie Snedegar
- Sarah and Allen Sterling
- Heather Streeter
- Dr. Lowrey and Mrs. Karin Sullivan
- Christine Sunderland
- David and Nancy Swainbank
- Kathleen Tabor
- Lindsay and Roger Thieken
- Jill and Jim Torrey
- Ted and Cathy Tyler
- Cindy Vaillancourt
- Tim and Lynn Vallee
- Rod and Elizabeth Vallee
- Dr. Chuck Verderber and Dr. Lynda Ulrich
- Stetson and Erin Ward
- Linda and Leo Werner
- Donald and Nancy Wells
- Janice Wells
- Roy Frank Wells
- Richard D. and Nancy J. Wells
- Carol Streeter Wennar
- Marie Anne and Leo West
- Suzan White, D.O.
- Edmund and Jeannine Winn
- Dr. Taylor and Marsha Yates
- Dr. Robert and Mrs. Sandra Zelazo

### Businesses and Organizations

- Alburgh Steering Committee
- Bellows Free Academy Student Activities
- Community Partners Classic
- Dasani
- Department of Health
- Dickinson & Branon Dental Care
- Elite Hair Salon
- Franklin County Field Days
- Franklin County Quilters Guild
- Good360
- Handy Toyota and Handy Chevrolet
- Healing Circle Support Group
- Jim Bashaw Bowl-a-thon
- Lehigh Outfitters
- McQuin Fuels, Inc.
- Messenger Design
- Missisquoi Valley Union High School Student Activities
- Perrigo
- Project Linus (Southern Vermont Chapter)
- Rotary Club of St. Albans
- Run for Jim Event
- Saint Albans Museum
- Suburban Propane
- Suncrest Healthcare Communities
- The Tyler Place
- The Residence at Quarry Hill
- United Way of Greater Atlanta
- United Way of Northwestern Vermont, Inc.
- Health Professions Scholarship Dinner
- Young's Accounting

### Tributes

- In Memory of Edward Bass
- In Memory of Doris Potter Boardman, RN
- In Memory of Scott Bork
- In Memory of Eric Buel
- In Memory of Mary Lou Collins
- In Memory of Mary Howrigan Connor, RN
- In Honor of Spencer Krane
- In Memory of Nancy Smith Lanoue
- In Memory of Albert Ledoux
- In Memory of Corporal Daniel C. Marcellus
- In Memory of Bernard L. Moreau
- In Honor of Jeffrey T. Moreau for Outstanding Community Service
- In Memory of Karen Mulheron
- In Memory of Anna May Olmstead, RN
- In Memory of Maurice Rainville
- In Memory of Kathleen Riley, RN
- In Honor of Jessica Rogers, RN
- In Memory of Mary L. Thompson
- In Honor of Don and Andrea Wells
- In Memory of Jill Mogridge Wells, RN

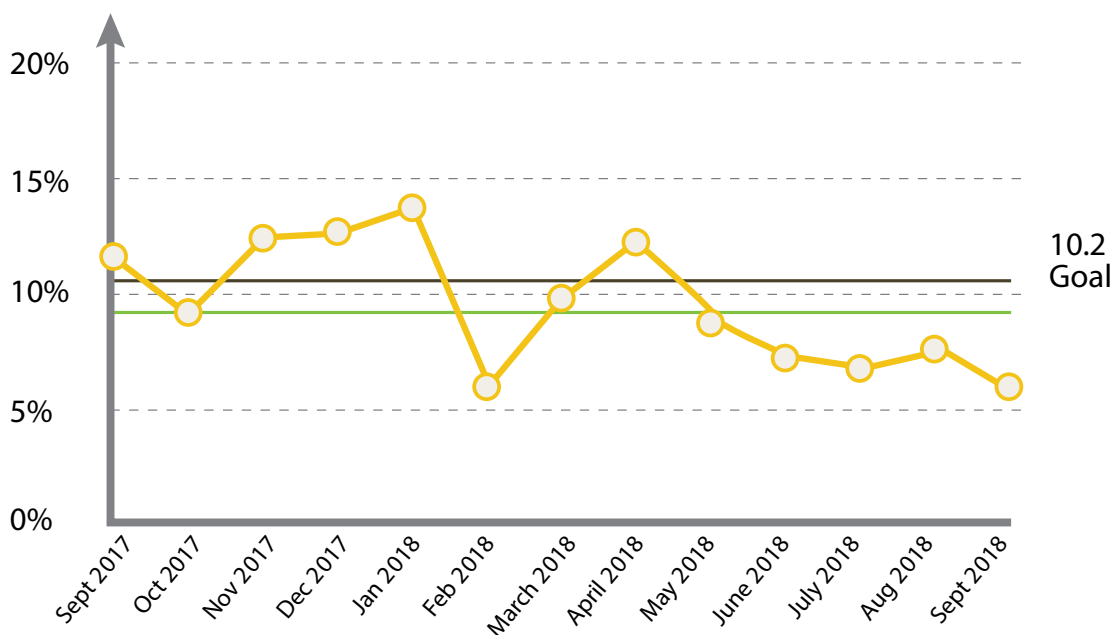
Please Note: This list reflects donations given during the 2018 Fiscal Year.



## Quality Data: *Reducing Readmissions to the Hospital*

At NMC, we know that exceptional care is a blend of hands-on, compassionate connection and hard-wired, data-driven processes. Our Quality Improvement Committee helps shine the light on our performance through the use of dashboards that tell us how we're doing, follow trends over time, and measure our success at stated goals.

**All Cause - % Re-Admit within 30 days**



Above is an example the kinds of quality data we review regularly. This data point focuses on the rate of patient readmissions to the hospital that occur within 30 days of a patient going home. We are working hard to ensure patients are well prepared to go home so that they can heal effectively and avoid coming back to the hospital. We monitor the number of readmissions we see, and also evaluate the patient ratings of the communication between our nurses and physicians to patients. Communication is a key factor in patient success and we have initiatives in place to make patient communication clear and timely.

NMC's Care Management team, led by Jane Suder, RN, said that NMC shines at providing creative, patient-specific solutions to help people overcome obstacles that they may face, like being able to afford their medications. "We work closely with patients to find out what they need and make sure they are set up for success as they return home," said Suder.

We are happy to see the readmission data demonstrate positive outcomes, but we don't rest on our laurels. We keep a close eye on this and many other data points to ensure we stay on track.



**SINCE  
APRIL 2018**

**OUR RE-ADMISSIONS  
HAVE BEEN BELOW THE  
AMBITIOUS GOAL WE SET  
FOR OURSELVES, A  
PROMISING TREND.**



## A look back 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 the Maple Festival, Healthy Hearts, In Good Taste, the Walk with a Doc Program and other community events.

We also love to pause with our own staff for some fun at recognition banquets, golf tournaments and celebrations.









## Financial *Report*

	<i>Actual</i> <b>2017</b>	<i>Projected Actual</i> <b>2018</b>	<i>Budget</i> <b>2019</b>
Patient Services Revenue	186,017,050	198,065,843	210,716,453
Less Subsidies to MCR, MCD & Contractuals	78,993,612	84,278,746	90,993,507
Less Free Care	1,112,947	1,038,480	1,112,446
Less Provision for Bad Debt	4,642,651	6,911,749	5,769,549
Net Patient Revenue	101,267,840	105,836,868	112,840,951
Other Operating Revenue	5,062,412	5,800,262	6,040,539
Total Revenue and Other Support	106,330,252	111,637,130	118,881,490
Salary and Wages	51,330,787	53,317,774	56,382,075
Employee Benefits	12,754,365	12,042,996	12,221,984
Supplies	11,944,805	12,911,518	13,083,365
Contracted Services	13,798,962	15,873,256	14,682,895
Other Operating Expense	6,587,979	6,218,307	6,553,179
Medicaid Tax	5,976,583	6,153,869	6,419,916
Depreciation	4,686,784	6,030,058	6,100,000
Interest & Amortization	603,519	691,384	800,000
Total Expenses	107,683,784	113,239,162	116,243,414
Income from Operations	(1,353,532)	(1,602,032)	2,638,076
Net Investment Income	8,557,034	4,447,408	1,206,824
Other	2,398,102	210,790	3,228
Total Non-Operating Income	10,955,136	4,658,198	1,210,052
Excess of Revenue and Other Support Over Expenses	9,601,604	3,056,166	3,848,128
Admissions	2,557	2,423	2,522
Total Patient Days	7,793	7,142	7,817
Average Length of Stay	3.05	2.95	3.10
Emergency Department Visits	25,932	24,562	26,920
Births	382	361	384
Surgeries	2,880	2,973	2,978
Outpatient Diagnostic Imaging Procedures	46,666	44,041	47,263
Outpatient Laboratory Tests	334,225	337,479	335,270
Physician Practice & Urgent Care Visits	124,959	137,827	141,253
Medicare/Medicaid % of Patient Revenue	58.80%	56.70%	56.70%
Days in Accounts Receivable	36.6	38.0	40.3
Age of Plant (Years)	10.6	10.4	10.1



# *fast* facts

A statistical look at NMC's year.



**2,423**  
ADMISSIONS



**348,000**  
LAB TESTS RUN



**140,000**  
SAMPLES  
PROCESSED IN THE LAB



**56,899**  
DIAGNOSTIC  
IMAGING TESTS

**4,522**  
OUTPATIENT  
PROCEDURES



**361**  
BIRTHS



**2,323**  
SAME DAY  
SURGERIES

# 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 2018 Incorporators.

Janis Appel	Vaughn Comeau	Nilda Gonnella-French	Rep. Kathleen Keenan
Judy Ashley	Michael Corrigan M.D.	Winton Goodrich	Ned Kirsch
Lorne Babb M.D.	David Debellis	Leon Graves	Dana Kittell
Michael Barnum M.D.	Rep. Dustin Degree	Monica Greene	Molly Lambert
Mary Bates	Christopher Dermody	William Greenwood	Kathy Lavoie
Robert Beattie M.D.	Lynn Desautels	Molly Grismore R.N.	Michelle Lawrence
Reginald Beliveau	Richard Dickinson D.M.D.	Nicholas Hadden Esq.	Chelsey Lawyer
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*St. Albans Messenger Co-Publisher Emerson Lynn was honored with this year's NMC Community Service award at an Incorporator's meeting in May. Lynn is pictured here with his wife, Suzanne Lynn.*

## Honoring Community Service

St. Albans Messenger co-publisher Emerson Lynn was honored with this year's NMC Community Service award at an Incorporator's meeting at the hospital, Monday May 14.

NMC Board President Leon Berthiaume announced the award on behalf of the board, and honored Lynn for his vision, his passion and his leadership on issues vital to our community, including healthcare.

"One of his strongest commitments is health and wellness," said Berthiaume, "both on a personal level and for our community.

Lynn was the sixth recipient of the NMC Community Service award, which was established by NMC's Board of Directors to recognize an individual or organization residing in Franklin or Grand Isle counties who exhibits enthusiasm, integrity, and perseverance beyond the ordinary to help fellow citizens and the community through selfless giving to improve the overall health of the community—be it money, talent, or time.



*Pictured above: The 2018 Board of Directors*

## NMC's Board of Directors

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

**Vice President:** **Janet McCarthy**, of Georgia. Mrs. McCarthy is the executive director of the Franklin County Home Health Agency.

**President of the Medical Staff:** **Thomas Harrison, MD**, of St. Albans. Dr. Harrison is an anesthesiologist.

**Treasurer:** **Dawn Bugbee**, of South Hero. Mrs. Bugbee is a vice president and the chief financial officer of Green Mountain Power Corporation.

**Secretary:** **Jake Holzscheiter**, of Westford, Mr. Holzscheiter is the president CEO of A.N. Deringer, Inc.

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

**Lorne Babb, MD**, of Enosburg. Dr. Babb is a private practice physician and owner of 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 an attorney.

**William O'Connor, Jr**, of St. Albans. Mr. O'Connor is retired from the Food Science Corporation where he served as chief operating officer.

**Karyn Rocheleau**, of St. Albans. Ms. Rocheleau is retired and is a former owner of a training & consulting company.

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



## Medical Executive Committee

Thomas Harrison, MD, President of the Medical Staff  
R. Donny Khela, MD, Vice President  
Katie Montagne, MD, Secretary  
Michael Kennedy, MD, Immediate Past President  
John Minadeo, MD, Chief of Emergency Service  
Michelle Burke, MD, Chief of Inpatient Service  
David Groening, MD, Chief of Surgical Service  
Toby Sadkin, MD, Chief of Outpatient Medicine Service  
Jennifer Covino, MD, Chief of Pediatric Service  
Michael Barnum, MD, Member at Large

## Leadership Team

Jill Berry Bowen, RN, Chief Executive Officer  
Chris Hickey, Senior Vice President, Chief Financial Officer  
Lowrey Sullivan, MD, Chief Medical / Quality Officer  
Maggie Conklin, RN, Interim Chief Nursing Officer  
Jonathan Billings, Vice President, 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

## Our Management Team



# { Assisting All Of Our Patients }

*we do that here.*

Northwestern Medical Center complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex. Northwestern Medical Center does not exclude people or treat them differently because of race, color, national origin, age, disability, or sex.

## NORTHWESTERN MEDICAL CENTER:

- Provides free aids and services to people with disabilities to communicate effectively with us, such as:
  - Qualified sign language interpreters
  - Written information in other formats (large print, audio, accessible electronic formats, other formats)
- Provides free language services to people whose primary language is not English, such as:
  - Qualified interpreters
  - Information written in other languages

If you need these services, contact: **Jane Suder**

## IF YOU BELIEVE THAT NORTHWESTERN MEDICAL CENTER HAS FAILED TO PROVIDE THESE SERVICES OR DISCRIMINATED IN ANOTHER WAY ON THE BASIS OF RACE, COLOR, NATIONAL ORIGIN, AGE, DISABILITY, OR SEX, YOU CAN FILE A GRIEVANCE WITH:

### Jane Suder

Northwestern Medical Center  
133 Fairfield Street  
St. Albans, Vermont 05478  
802-524-5911, TTY 800-253-0191  
jsuder@nmcinc.org.

You can file a grievance in person or by mail, or email.

If you need help filing a grievance, Jane Suder is available to help you.

You can also file a civil rights complaint with the U.S. Department of Health and Human Services, Office for Civil Rights, electronically through the Office for Civil Rights Complaint Portal, available at <https://ocrportal.hhs.gov/ocr/portal/lobby.jsf>, or by mail or phone at:

U.S. Department of Health and Human Services  
200 Independence Avenue, SW  
Room 509F, HHH Building  
Washington, D.C. 20201

1-800-368-1019, 800-537-7697 (TDD)

Complaint forms are available at [hhs.gov/ocr/office/file](https://hhs.gov/ocr/office/file).



ATTENTION: If you speak English, language assistance services, free of charge, are available to you. Call 1-802-524-5911 (TTY: 1-800-253-0191).

ATTENTION : Si vous parlez français, des services d'aide linguistique vous sont proposés gratuitement. Appelez le 1-802-524-5911 (ATS : 1-800-253-0191).

ATENCIÓN: si habla español, tiene a su disposición servicios gratuitos de asistencia lingüística. Llame al 1-802-524-5911 (TTY: 1-800-253-0191).

注意：如果您使用繁體中文，您可以免費獲得語言援助服務。請致電 1-802-524-5911 (TTY : 1-800-253-0191)。

CHÚ Ý: Nếu bạn nói Tiếng Việt, có các dịch vụ hỗ trợ ngôn ngữ miễn phí dành cho bạn. Gọi số 1-802-524-5911 (TTY: 1-800-253-0191).

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OBAVJEŠTENJE: Ako govorite srpsko-hrvatski, usluge jezičke pomoći dostupne su vam besplatno. Nazovite 1-802-524-5911 (TTY- Telefon za osobe sa oštećenim govorom ili sluhom: 1-800-253-0191).

ACHTUNG: Wenn Sie Deutsch sprechen, stehen Ihnen kostenlos sprachliche Hilfsdienstleistungen zur Verfügung. Rufnummer: 1-802-524-5911 (TTY: 1-800-253-0191).

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ATTENZIONE: In caso la lingua parlata sia l'italiano, sono disponibili servizi di assistenza linguistica gratuiti. Chiamare il numero 1-802-524-5911 (TTY: 1-800-253-0191).

ملحوظة: إذا كنت تتحدث اذكر اللغة، فإن خدمات المساعدة اللغوية تتوافر لك بالمجان. اتصل برقم 1-802-524-5911 (هاتف الصم والبكم: 1-800-253-0191).

ВНИМАНИЕ: Если вы говорите на русском языке, то вам доступны бесплатные услуги перевода. Звоните 1-802-524-5911 (телетайп: 1-800-253-0191).

PAUNAWA: Kung nagsasalita ka ng Tagalog, maaari kang gumamit ng mga serbisyo ng tulong sa wika nang walang bayad. Tumawag sa 1-802-524-5911 (TTY: 1-800-253-0191).

ATENÇÃO: Se fala português, encontram-se disponíveis serviços linguísticos, grátis. Ligue para 1-802-524-5911 (TTY: 1-800-253-0191).

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1-802-524-5911 (TTY:1-800-253-0191) まで、お電話にてご連絡ください。

เรียน: ถ้าคุณพูดภาษาไทยคุณสามารถใช้บริการช่วยเหลือทางภาษาได้ฟรี โทร 1-802-524-5911 (TTY: 1-800-253-0191).



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# Rising to the Top: *we do that here*

At NMC, we like to highlight the people holding our trophies more than the awards themselves. Yes, our hospital has been *nationally recognized as a Top Rural & Community hospital*, and earned *Most Wired and Gold Standards of Nursing Care awards*.

More importantly – it's the *outstanding people* on our staff and in our community who rise to the top and make us an exceptional organization. For example, this year, our *Facilities team* earned an Engineering Excellence Award from the American Council of Engineering Companies. And our *staff-led United Way Campaign* won a *Living United Award*, demonstrating the deep level of commitment to the community our staff possess.

Also this year, *Dr. Elisabeth Fontaine* earned one of the first-in-the-nation designations as a Board Certified practitioner of Lifestyle Medicine. *Volunteer Bonnie Evans* was honored by the Attorney General for her incredible comfort quilt work, and *CEO Jill Berry Bowen, RN*, earned the Governor's Council on Physical Fitness & Sports 2018 Business Wellness Leadership Award.

This year our Nursing Award of Excellence went to *Anneke Merritt, MSN, RN, CWCN* a Clinical Informatics and Certified Wound Care Nurse. The nursing team also honored a valued clinical partner in *Chris Reinfurt*, our Emergency Management and Safety Coordinator.

And as partnerships are key to our success, we also honored two outstanding individuals this year for helping make our community healthier: *Dr. Toby Sadkin* earned the Deo P. Esguerra, MD Service Award and St. Albans Messenger Publisher *Emerson Lynn* was honored with the Community Service Award.

We are lucky to have such compassionate and inspiring people, and many more. There is no trophy case big enough to hold the true gold medals of our team.

