



2024 NMC Annual Report

2024 Annual Report Introduction

A message
from our CEO



2024 ANNUAL REPORT

<https://www.youtube.com/watch?v=JYV-xLUcY9k&t=1s>

2024 NMC ANNUAL REPORT

A QUALITY FOCUS

NMC's Refreshed Strategic Plan

This year, NMC worked on refreshing our Strategic Plan with input from our Board of Directors, leaders, medical staff, and community partners.

The review of the plan allowed us to refocus and re-center ourselves on our three strategic pillars: Quality & Safety, Engagement and Stewardship. As you can see in the Strategic Plan document, we have three key goals: Zero preventable harm, a culture that engages and inspires, and achieving financial sustainability.

Each pillar documents our objectives and measures for the 2025-2027 timeframe.

Part of the strategic plan refresh process was a review and update of our values. You'll see these expressed in the acronym: NMC C.A.R.E.S. We fulfill our mission of exceptional healthcare because we care so deeply for our patients and our people and that caring demonstrates how we are leaning in on quality and safety and the rest of the pillars.

In our values, compassion leads the way because it is at the root of everything we do as an organization. Adaptability is a key value because it is imperative that we be able to adjust to a shifting healthcare environment and embrace change. Respect is one of our HRO keys to success and is fundamentally important to our focus on diversity, equity, inclusion and belonging both as an employer and a healthcare provider. Excellence is what we aspire to as we embrace the High Reliability journey and strive to achieve safe, high-quality care. Last, but certainly not least: Service. That concept means we create a meaningful, engaging environment for our team to work in – we are in service to our patients, to each other, and to the community at large.



FY 2025-2027 Strategic Plan



Quality & Safety

Goal: Zero preventable harm.

Objectives:

- Instill and continually reinforce High Reliability principles universally
- Promote efficient and effective patient-centered care by eliminating waste, improving quality and making care delivery easier for our team
- Drive towards the highest level of safety by ensuring ongoing regulatory readiness
- Continue to enhance evidenced-based best practice through data-driven, patient-centered decisions and care plans

Measures of Success:

- Strive for Leapfrog Grade "A"
- Pursue CMS 5-Star Quality Rating



Engagement

Goal: A culture that engages & inspires

Objectives:

- Advance Diversity, Equity, Inclusion, and Belonging both as an employer and a care provider
- Become the regional 'Employer of Choice' by developing a retention and recruitment plan that aligns with NMC's values and culture
- Develop and implement a plan to invest in team member education and leadership development
- Create a diverse marketing, communication, and brand management plan that informs internal and external audiences

Measures of Success:

- Reduce voluntary turnover and vacancy rate
- Increase diversity among staff, Medical Staff, and Board
- Increase Employee and Provider Engagement scores



Stewardship

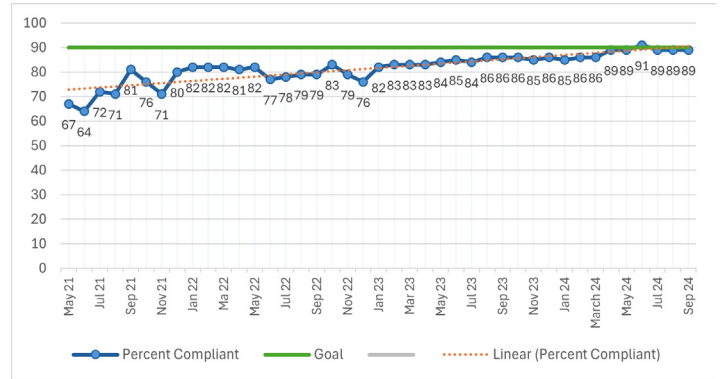
Goal: Achieve financial sustainability.

Objectives:

- Implement organizational service line plan that outlines core services and investment priorities
- Develop a Master Facility Plan
- Cultivate partnerships that improve access and strengthen independence
- Identify efficiency and financial improvement opportunities that position NMC as a high value care provider

Measures of Success:

- Consistently improve net operating margin to achieve target of 1-3%
- Increase market share



New Masks Provide More Comfortable Fit, Avoiding Pressure Injury

This past summer, NMC’s Respiratory Therapy Department launched the use of new bilevel positive airway pressure (Bi-PAP) masks for patients, as a way to prevent pressure sores. Bi-PAP is used to treat conditions that make breathing difficult like sleep apnea, Chronic Obstructive Pulmonary Disease or Congestive Heart Failure.

NMC’s Respiratory Therapy Manager Kevin Kehoe said that his team investigated a change after seeing a couple of instances where patients developed pressure injuries on their faces. Kehoe said that the traditional masks can be tough on patients because they need a tight fit and the humidity associated with the treatment means that skin can begin to break down.

Working with the Quality Department, Respiratory Therapy (RT) conducted patient rounding and talked to colleagues at other hospitals to find possible solutions. A new type of mask was suggested, tested, piloted and then adopted by the team.

Since the implementation of the new style of mask in August, there have been zero pressure injuries. Staff and patient reactions have been very positive as the new masks are more comfortable and easier to use.

“This change speaks to NMC’s vision of quality care and empathy because we are providing quality masks, and quality care through those masks,” said Kehoe.

He applauded his staff for being flexible and open to the change, and for the Quality and Materials Management Departments for acting so quickly to research and implement the new masks.

The initiative is a good example of NMC’s ongoing Quality work that takes a “zero harm” approach to preventing conditions that could be acquired in the hospital setting.

NMC Achieves Hand Hygiene Goal

In June 2024, NMC achieved an ambitious goal, hitting 91 percent compliance with hand hygiene standards.

The achievement is a culmination of work that’s been underway for three years, with steady improvement from around 60% percent compliance to meet the goal of being better than 90%.

“This is a testament to what we can do when we stay focused on our goal, with patient safety in mind,” said Quality Director Anneke Merritt.

Infection Control Coordinator Courtney Hodet echoed that sentiment.

“A big shout out to everyone who has worked so hard to move us toward this goal,” she said. “It takes dedication and commitment and I’m proud that we’ve proved we can do this.”

Hand hygiene is an important tool in combatting infections. The World Health Organization (WHO) states:

The scientific evidence overwhelmingly demonstrates that appropriate hand hygiene is the single most effective action to stop the spread of infection, while integrated with other critical measures.

- Appropriate hand hygiene prevents up to 50% of avoidable infections acquired during health care delivery, including those affecting the health work force.
- The WHO multimodal hand hygiene improvement strategy has proved to be highly effective, leading to a significant improvement in key hand hygiene indicators, a reduction in health care-associated infections (HAIs) and antimicrobial resistance, and substantially helping to stop outbreaks.

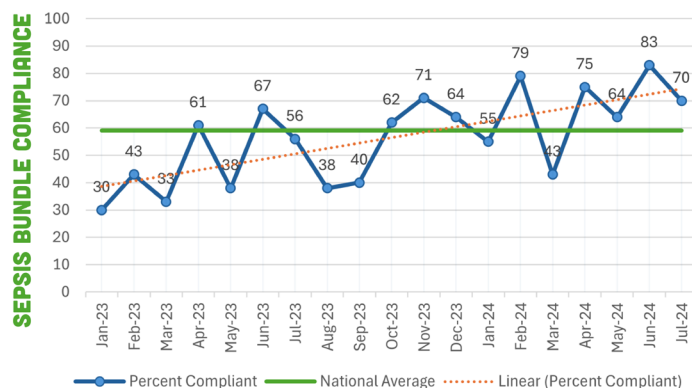
Attention To Sepsis Leads To Improved Scores

Did you know that sepsis is the most common cause of death in US hospitals?

NMC has been focusing on making sure that our Emergency Department caregivers use best practice processes for identifying and treating sepsis. The work started by creating nursing and provider champions who built workflows and tools that make prompt detection and treatment easier.

Throughout the process, NMC has been tracking data to measure our compliance with a “bundle” – a grouping of treatment steps that should be taken, created by the The Centers for Medicare & Medicaid Services. The national average for hospital compliance with this bundle is 60 percent. The NMC data originally fell below that average, but our process improvements and steady focus have brought our compliance well above the national average for five of the first six months in 2024.

EARLY TREATMENT OF SEPSIS SAVES LIVES



Our quality focus is driving improvements

Our success in this area comes in part from the ED Champions who support the work. Nurse Manager Rachael Shepardson-Rudden and Nurse Practitioner Matt Boone were recognized in September for their tireless attention to this important quality measure.

What is sepsis?

When bacteria gets into a person’s body, it can cause an infection such as a urinary tract infection or pneumonia. If left untreated, these infections can cause sepsis. Sepsis is the body’s extreme response to the infection and triggers a chain reaction throughout the body. Bacterial infections cause most cases of sepsis, but they can also be the result of viral infections like the flu or COVID-19. Without timely treatment, sepsis can rapidly lead to tissue damage, organ failure, and death.



Rachael Shepardson-Rudden, ED Nurse Manager, and Matt Boone, NP were recognized for their exceptional sepsis compliance. Rachael supports nurses and providers to deliver quality care to sepsis patients and is an undeniable contributor to the success of NMC’s compliance scores. Matt also provides exceptional care to sepsis patients and has had no fallouts in approximately 18 months by using a very intricate and detail-oriented process

PROVIDER SPOTLIGHT

New Providers

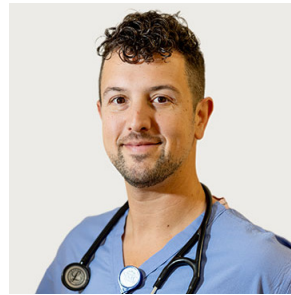
Responding to community need for better access to specialty care, NMC brought on more than 20 new advanced practice providers and physicians in areas like cardiology, surgery, pulmonology, urology, orthopedics and more. We are fortunate to have had so many talented, passionate providers join our team!



STEVEN ANISMAN, MD
Cardiology



ADAM BOISE, NP
Emergency Dept



BENJAMIN CHAUCER, MD
Pulmonology



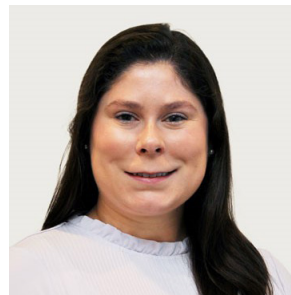
ANDREA DECKER, PA
Urgent Care



BRADLEY EISENBERG, DO
Hospitalist



CAITLIN FRANCIS, PNP
Pediatrics



JESSIE GAY, NP
Urgent Care



LUKE HEALD, NP
Urgent Care



SAMANTHA HUNT, MD
Emergency Dept



ALLICIA IMADA, MD
Orthopaedics



CARTER LINDBORG, MD
Orthopaedics

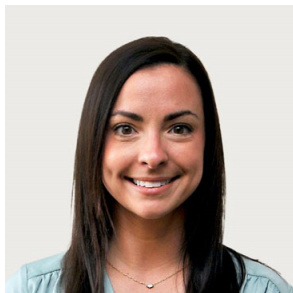


LIEL NAVI, MD
OBGYN

{ PROVIDER SPOTLIGHT



BRENDA NEFF, PNP (PD TO FT)
Orthopedics



BETH PAQUIN, NP
Cardiology



MEGHAN REILLY, NP
Pediatrics



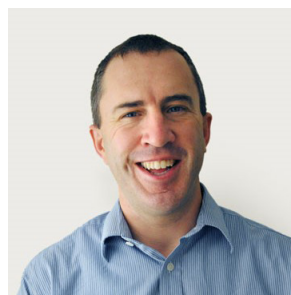
ANDREW ROBISON, PA
Urgent Care



JENNIFER SMITH, PA
Hospitalist



KEVAN STERNBERG, MD
Urology



GINO TREVISANI, MD
Surgery



JACQUELINE WILSON, PA
Urgent Care



SUSAN WILLIAMS, NP
Urgent Care

Hear From Our Providers

Dr. Colleen Moran

Community Services



Dr. Moran is the Director of NMC's Inpatient Pediatric Services. In this brief video she talks about the strength of services for children in families in our community, and how her team connects people to those resources. [Watch Video](#)

Dr. Kelsey Sheahan

Gender Affirming Care



NMC Endocrinologist Dr. Kelsey Sheahan talks about an important part of her practice – care for gender identity transitions. [Watch Video](#)

Dr. Liel Navi

NMC's Family-Oriented Approach



Dr. Navi from Northwestern OBGYN talks about what makes NMC special – the family-oriented approach that bonds our teams together to provide exceptional care. [Watch Video](#)

Dr. Anna Royer

Personalized Care at NMC



Dr. Anna Royer is a surgeon in our Northwestern Associates in Surgery practice. In this brief video she shares how NMC as a smaller hospital offers benefits of personalized care and quick scheduling for our patients. [Watch Video](#)

Hear From Our Providers

Dr. Kevan Sternberg

Urology in Rural Vermont



Dr. Kevan Sternberg is a Urologist at NMC's Northwestern Urology Services. In this brief video he shares how important Urology care is in rural settings. [Watch Video](#)

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PATIENT CARE

Patient Stories

COMPASSIONATE CARE UNTIL THE END

Northwestern Medical Center strives to provide patients and their families with the information and support they need to make some of the hardest decisions regarding their care. This personalized approach is what makes rural hospitals such important pillars in the community.

Robert [Bob] Neudecker, a patient of Amy Fox, NP, cared for during the final two years of his life was always given a choice during the most difficult conversations after suffering from multiple recurring medical issues.

“All we can do is ask what the patient would want if they could tell us. I encourage them to focus on dignity and quality of life,” Amy says. “That is really all any of us can hope for when our time comes. The goal is to add life to days, when days can no longer be added to life.”

With the support of NMC’s Care Management Bob was provided with options that worked for him and his family when it came to making plans for end-of-life care.



[Click here to read more](#)

Patient Stories

COMPASSIONATE CARE UNTIL THE END

Story by Sarah Parsons West

“Being in the ER was less dramatic than you see in movies or on television,” says Madden GraffBell, a 14-year-old freshman, who found herself at NMC’s Emergency Department in February of 2024.

“You don’t see that scary side,” she says, “Everyone was supportive and friendly.”

Experiencing acute abdominal pain while at school, Madden was evaluated by the school’s nurse. “She did a leg-drop test and had me stand on my tip toes,” says Madden.

[Click here to read more](#)



Madden GraffBell, 14, underwent a successful appendectomy at NMC last February. Madden, now a freshman at BFA Fairfax, leads an active lifestyle including cheerleading and competitive running.

Nursing Pathway Program

Northwestern Medical Center has welcomed seven new nurse apprentices into their pre-requisites at Community College of Vermont (CCV). This marks the second of three nursing cohorts which are funded by a grant from the Agency of Human Services.

In the fall of 2024, 13 current employees from various departments at NMC embarked on a three-year educational pathway to registered nursing. Once completed and they have received their license, they have committed to work at the hospital for three years as an RN.

The Nursing Pathway Program is a strategic partnership among Northwestern Medical Center, Vermont Talent Pipeline (VBR Foundation), Vermont State University (VTSU), Community College of Vermont (CCV), and Vermont Student Assistance Corporation (VSAC) to address critical workforce skill gaps in Vermont.

[Click here to read more](#)



Current employees from various departments at NMC embarked on a three-year educational pathway to registered nursing.

Groups Make Progress on Patient Experience

NMC's **Patient and Family Advisory Council** continued its regular meetings in 2024, with updated membership. The group was first established in August 2022, and the panel now includes:

- Albin Voegele of St. Albans
- Karrie Sweet of East Fairfield
- Robyn Klein of Highgate Center
- Winnie Wilkinson of St. Albans
- Tanya Wells-Lahaie of Georgia
- Dorothy Michelson of Milton
- Rissa Lynn Michelson of Milton

In 2024, the group learned about and provided feedback on a number of NMC initiatives, including the Care Partner Framework, Social Drivers of Health, NMC's dress code, workplace violence initiatives, and cultural sensitivity around hospital food offerings.

NMC's **Patient Experience Taskforce** also continued its work in 2024. This group is comprised of physicians from many departments around the hospital and is focused on improving the patient experience.

Themes the group has discussed include:

- Work on patient and family perception are in addition to work that needs to be done on evidence-based medicine and process improvement, not instead of.
- Patients do not assess their care as providers do, they measure quality based on how well providers listen, seem to care, take the time, and explain things clearly.
- Providers are very high performing individuals, but patients experience us as a whole.
- Success depends on us viewing ourselves as part of an integrated system.
- As providers, we are inherent leaders of this system who should talk about and model successful strategies.

In the coming months, the group will focus on strategies to address patient feedback about how well providers did in treating patients with courtesy and respect, listening carefully, and explaining things in a way that could be understood.

NMC Pilots Medical Respite Bed Program



Northwestern Medical Center launched a medical respite bed program that provides short-term housing for patients in need. The program is funded by a \$200,000 grant from the Vermont Department of Health that aims to address health inequities and support access to healthcare for people in need.

So far, the program has housed 5 community members in two apartments since February of 2024. The services patients have access to while in the program are tailored to each participant's needs.

Offering housing may seem an odd endeavor for a hospital, but Amanda Wilson NMC's Manager of Care Management said it ties closely to health.

"Housing is incredibly important," she said. "Our basic needs have to be met—we need to know where we are going to sleep before we can worry about much else. Maslov's hierarchy of needs also demonstrates that it's not just housing, it's **safe housing**."

[Click here to read more](#)

Pediatric Developmental Clinic

In 2024, NMC's Pediatric Developmental Clinic experienced incredible growth, thanks in part to an Innovation Grant from the Vermont Early Childhood Fund. The grant made it possible for the clinic to increase staffing and offer more appointments and services.

Building Bright Futures featured the clinic expansion in a blog post by Ali Dieng, the BBF Regional Manager for Chittenden, Franklin and Grand Isle Counties.

Here is an excerpt from that piece:

"The funding has allowed an explosion of growth that would not have been possible otherwise," said Dr. Colleen Moran, an inpatient pediatrician at NMC. She explained that the VECF grant eliminated the risks of a quick expansion and gave the clinic the opportunity to work through logistical issues. "The grant has allowed us to expand with a safety net."

"It's going fantastic," said Katie Shattuck, an inpatient pediatric Nurse Practitioner at NMC.

"Only a year ago, the clinic was just in the planning stages. We started on a shoestring and a dream in September 2023 in collaboration with Northwestern Counseling & Support Services (NCSS), who provided a support staffer. We started out offering autism assessments two days a month. The VECF grant has allowed us to expand that to four days a month for initial assessments plus a fifth day each month for feedback appointments."



Katie Shattuck, NP working with a child in the Pediatric Developmental Clinic.

[Click here to read more](#)

Stats from NMC's Rehab Service Team

Northwestern Medical Center's Physical Therapy team has been growing! The group includes physical, occupational and speech therapy and more – and onboarded three new therapists since August 2023. Here's a look at some of their key stats.



4

Locations

- Enosburg
- Georgia
- St. Albans (Branon's Pool)
- St. Albans (Cobblestone Health Commons)

*We Can
Treat*

12+
Specialties

- Orthopedics
- Concussion/Head Injury Management
- Lymphedema Management
- Pelvic Health /Incontinence
- Vestibular/Vertigo Treatment
- Dry Needling
- Driver Safety
- Aquatic Therapy
- Cardiac Rehabilitation
- Pulmonary Rehabilitation
- Work Hardening/Conditioning
- Fall Prevention & Balance Training
- Driver Safety



*We Have A
Team Of*

28 Therapists

2024

*High
Patient
Satisfaction*

Northwestern Rehab Services uses a web-based system to ask patients often about their experience. Three months of data at the end of fiscal year 2024 showed these results the following levels of satisfaction reported by patients:

- Tell a friend = 99%
- Overall Results = 98%
- Treatment for Condition = 98.6%
- Courtesy & Respect = 99.8%
- Appointment Availability = 98%
- Input to Goals created = 98%



DAISY Award Winners



Jacqueline Domingue, RN

Jacqueline Domingue, RN of Northwestern Medical Center was honored this year in May with The DAISY Award® For Extraordinary Nurses. The award is part of the DAISY Foundation's programs to recognize the super-human efforts nurses perform every day. Jacqui was presented with this award at an event on Wednesday, May 8, fittingly during NMC's Nurses Week celebrations!

The nomination submitted read: "Over the years myself and my kids have been to NMC a few times, we have had many nurses but no one like Jacqui. Jacqui goes above and beyond for her patients, she not only does an amazing job at her job, but she also is ALWAYS kind and caring, not once has she ever not been kind. She always has a smile on her face and makes you feel at home which is huge especially when being in the ER is the scariest of times, Jackie makes you feel at ease and calms your nerves. She may not know us, but we want her to know we know her and she has had a big impact in our lives during the most difficult times. Thank you!"



Angie Aulis, RN

Angie Aulis, RN of Northwestern Medical Center's Family Birth Center was honored this year in August with The DAISY Award® For Extraordinary Nurses. The award is part of the DAISY Foundation's programs to recognize the super-human efforts nurses perform every day. The award was presented to Angie at an event on Thursday, August 29 in NMC's Courtyard Café.

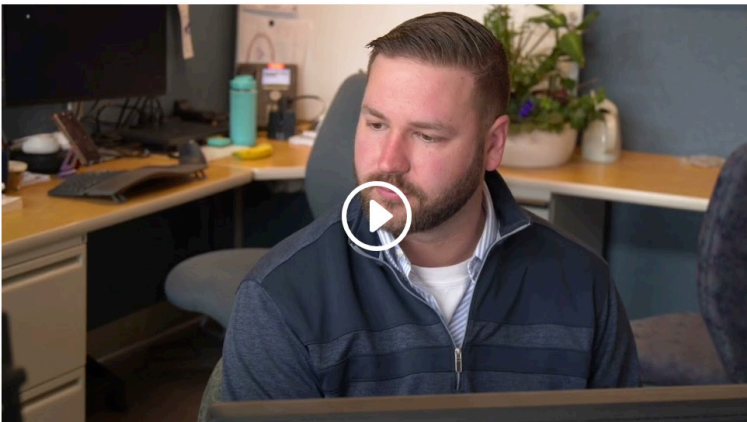
The family who nominated her was present to thank her for her exceptional care. Their experience at NMC was not an easy one and yet they said they were welcomed and treated like royalty. Angie never left their side, and gave them and their baby outstanding, compassionate care.

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CULTURE

Growing Your Career at NMC

This year, NMC created a video that features five team members who have advanced their careers at the hospital, starting in one position and moving onward to others. Watch the video to hear about how NMC is a great place to explore your career paths, to grow and develop with support and encouragement from the organization.



Survey Shows Improvements in Staff Engagement

| Items Included in Your Engagement Score | | | | | | |
|--|-------------------------|------|-----|-----------------------|--------------------------|---------------------|
| Item Text | Respondent Distribution | | | Overall Score & Trend | Rank vs. Nat'l HC (Empl) | Rank vs. AHA-1 Empl |
| | Unfav | Neut | Fav | | | |
| I would like to be working at this organization three years from now. | 6% | 21% | 74% | 3.99 ↑ +0.21 | 38th | 52nd |
| Overall, I am a satisfied employee. | 6% | 18% | 76% | 3.90 ↑ +0.32 | 38th | 52nd |
| I would stay with this organization if offered a similar position elsewhere. | 9% | 29% | 61% | 3.74 ↑ +0.28 | 33rd | 45th |
| I would recommend this organization as a good place to work. | 5% | 20% | 75% | 3.90 ↑ +0.33 | 30th | 39th |
| I am proud to tell people I work for this organization. | 5% | 21% | 75% | 3.98 ↑ +0.26 | 20th | 24th |
| I would recommend this organization to family and friends who need care. | 6% | 22% | 72% | 3.84 ↑ +0.23 | 15th | 24th |
| Engagement Indicator | 6% | 22% | 72% | 3.89 ↑ +0.27 | 27th | 36th |

Note: Neutral labels are hidden when percentage is less than 5%.

Every two years, NMC conducts an Employee Engagement and Culture of Safety Survey to evaluate how staff feel about the organization and the work environment. Following the previous survey, NMC worked on action plans to address identified issues, and shared progress with staff regularly.

2024's survey had a 72% response rate with 441 respondents. Our overall engagement score increased from 3.62 in 2022 to 3.89 in 2024 resulting in a 20%

percentile increase in our overall engagement results as compared to other hospitals nationally.

The survey showed increases in overall engagement questions demonstrating that team members have a personal investment in the organization and their job, as influenced by their work environment. These six questions comprise the engagement score.

Overall, NMC saw increases in all categories of the engagement survey, an encouraging result.

Progress On Diversity, Equity, Inclusion and Belonging at NMC

This year, NMC focused on three major projects on Diversity, Equity, Inclusion and Belonging: SOGI Data Collection, Equity Review of Policies and Team Member Resource Groups.

SOGI Data Collection

This project aims to create a consistent and respectful way for collection data from patients about Sexual Orientation and Gender Identity (SOGI). Gathering SOGI data will help NMC evaluate the care we deliver and ensure that we are meeting our mission of providing exceptional care for our community. In order for care to be exceptional, it must be inclusive, welcoming and supportive for all people. Learning about how to create inclusive processes also helps build a strong workplace culture where LGBTQ+ employees feel valued and welcome.

NMC is starting to update our Electronic Medical Record to collect more inclusive data, and this year rolled out organization-wide training to help NMC staff know how to make NMC a more welcoming space for our LGBTQ+ patients and colleagues.

Work will continue into the next year with the launch of the data collection process still to come.

Other DEIB Work

In addition to these three main areas of focus, NMC also continued exploring diversity topics through regular training offerings, celebration of diverse holidays, and participation in St. Albans first-ever Pride Parade. Two of the most impactful trainings for the year included sessions on the LGBTQIA+ community and the recovery community where people with lived experiences shared their powerful personal stories.

Another impactful happening on our campus this year was the raising of the flag of the Abenaki Nation of Missisquoi on Indigenous Peoples Day. We were fortunate to have Abenaki Chief Brenda Gagner and the youth from the Circle of Courage after school program join us to conduct a ceremony to honor the flag and all that it represents.

Equity Review of Policies

This project builds a process to apply an equity lens when creating or reviewing hospital policies. The team working on this project created a standard checklist that leaders can use as a guide to help them consider the impacts the policies could have.

The team tested the process by applying the checklist to a number of policies for review. Next steps include rolling out the process across the organization.

Resource Groups for Staff

This project built a framework for employee resource groups (ERG) at NMC. ERGs are voluntary, employee-led, employer-recognized groups of people who join together based on shared interests or life experiences to create a positive and safe space for collegiality and support, personal and professional development and allyship. These groups, which NMC will call Team Member Resource Groups (TRGs), promote diversity, equity, inclusion and belonging.

The team working on this project outlined roles for TRG organizers, the process for creation, membership criteria and other infrastructure. NMC will soon pilot the first TRG on the topic of body image



Getting Creative as an Employer, Expanding Career Opportunities

Given the changing employment landscape, it is important for employers to evolve and innovate in how they recruit and retain employees. To address this, NMC has created several new programs to grow our teams and foster relationships with community partners. Here is a snapshot from three this year:

Nursing Pathway Program

The Nursing Pathway Program is a strategic partnership between Northwestern Medical Center, Vermont Talent Pipeline (VBR Foundation), Vermont State University (VTSU), Community College of Vermont (CCV), and Vermont Student Assistance Corporation (VSAC) to address critical workforce skill gaps in Vermont. Advisors from CCV, VSAC, and VTSU participated in the celebration, emphasizing the importance of wraparound support services for employees in this program.

In the fall of 2024, 13 employees from various departments of NMC are embarking on a three-year educational pathway to registered nursing. Upon completion and licensure, they have committed to working at the hospital for three years as an RN.



EVS Aide Program

In partnership with Northwestern Counseling & Support Services, NMC hired individuals NCSS works with into a new role at NMC – the Environmental Services Aide. The Aides clean public and administrative spaces and meeting areas – places that give an important first impression to our patients.

The program is an example of NMC developing our own workforce and is important work in strengthening our partnership with NCSS, building relationships with community members and offering opportunities to help build job skills. The EVS Aides may stay in these roles over time, or advance to EVS Tech positions in the future, and onward to become an EVS Specialist in custodial work, an EVS Lead or other positions at NMC

Pilot Program with BFA Student

In 2024, NMC piloted a partnership with BFA St. Albans to trial volunteer work by students with developmental disabilities. The intent is to provide meaningful volunteer experience for the students, furthering their independence and supporting NMC's work needs.

Riley Bascom is NMC's first volunteer student. He is a 19-year-old young man who lives in St. Albans with his mother and his younger brother. He currently attends BFA St. Albans, where he is a member of the Community Integration Program (CIP) and participates in Special Olympics Unified Sports.

This pilot is a good example of how NMC brings our mission to life and builds a welcoming, inclusive and exceptional environment!

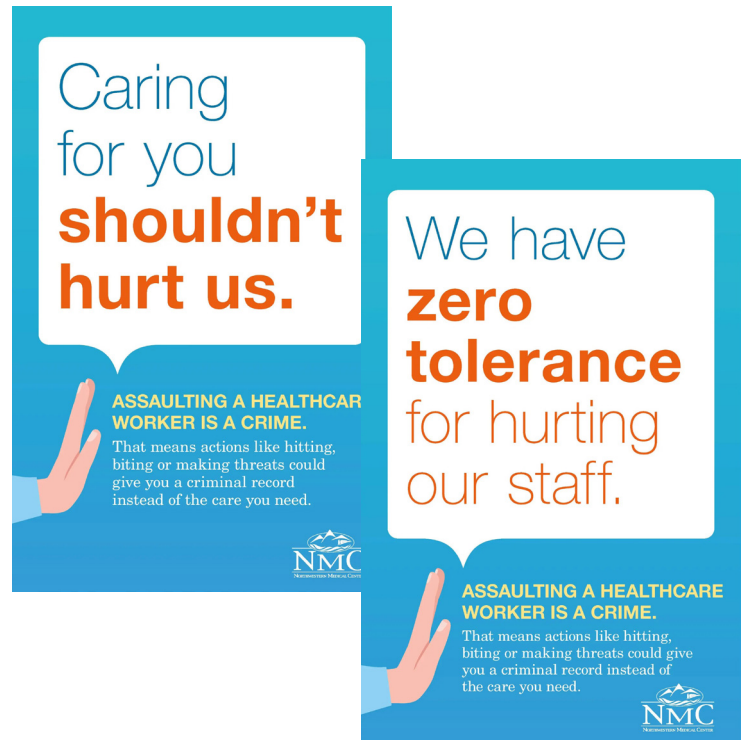


Zero Tolerance: NMC Working to Reduce Workplace Violence

NMC is working on several initiatives to address the increase in workplace violence we are seeing here, which mirrors increases across the state and nation. The work is important because we value our employees so deeply, and we know that in order to provide exceptional care, they must feel safe and secure.

These initiatives include:

- Implementation and training with the AVADE – a nationally recognized workplace violence prevention program.
- An info session with State’s Attorney Bram Kranichfeld on the prosecution process
- Updating NMC’s Use of Force Policy
- Investment in a new physical shielding tool to help subdue violent individuals
- Revamping the “Code Green Team,” a de-escalation process
- Publication of a news article by the St. Albans Messenger highlighting the issue and building community awareness
- Upcoming installation of panic buttons/duress alarms and lockdown systems in the Emergency Department
- Upcoming installation of Securitas Alarm Boxes
- A survey on workplace violence to gather data for informed decision-making
- Creation of signage to be hung in locations across the organization.



NMC Welcomes New Chief Nursing Officer

In July 2024 NMC welcomed a new Chief Nursing Officer, Michelle Buck, DPN, RN, FACHE. Michelle brought experience from both large and small hospitals in rural environments, most recently at Dartmouth Hitchcock Medical Center where she was the Vice President of Inpatient Nursing. She has 28 years of experience in nursing with expertise in resource allocation, operations, capacity management, nursing shared governance, nursing practice, and patient flow.

Reinvigorating Shared Governance at NMC

As the new CNO, one of Michelle Buck’s priorities is infusing new energy into the hospital’s Shared Governance structure for nursing, called Clinical Practice Governance, (CPG) at NMC.

Planning work in fiscal year 2024 calls for training to learn how other hospitals around the country are using shared governance, gathering internal input through a survey and listening sessions, determining the organizational structure and then elections to councils. All these steps would ensure that NMC’s approach is built with input and guidance from nurses all around the organization.

“I believe that the professionals at the bedside have the solutions,” said Buck. “They should be deeply involved in solving the problems of the workplace. The old concept of the “leader” needing to make the decisions is no longer the future, quite frankly, of any organization. When you give nurses a voice, they feel valued, they feel ownership, and they will do great things.”

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ENGAGEMENT

Solar Eclipse: NMC Prepares, Then Enjoys

For the solar eclipse in April, NMC used its Incident Command structure to prepare for what was anticipated to be a large influx of visitors to the area. NMC wanted to ensure that the hospital services would be uninterrupted, and ready to handle any situation that large crowds could create.

While many people were taking the day off, NMC increased staffing to be prepared. Because of the importance of keeping the hospital accessible, traffic flow on campus was limited to people who work at NMC, or who were needing hospital and clinic services.

The eclipse did draw travelers to Vermont, but Franklin County saw very manageable traffic and crowds who enjoyed the celestial spectacle. Some NMC team members stepped away from work to watch, gathered on the front lawn and other green spaces around the hospital.



NMC's Auxiliary and Volunteer Programs

The NMC Auxiliary was formed by and for people who have a common commitment to the goals of the hospital and a concern for the health of the communities it serves. With 186 members, the NMC Auxiliary's Mission is to support NMC through fund-raising and positive community relations.

In 2024, the NMC Auxiliary donated \$10,000 to the hospital in support of NMC's Emergency Department renovation project, specifically to enhance the break room for Emergency Department staff. In addition, in September the Auxiliary donated \$31,000 to NMC's Restaurant and Catering team to purchase a new meal delivery system to replace disposable plates, cups, and silverware which have been used since the pandemic. Auxiliary members voiced their support for the improvement in patient experience, the increased efficiencies and reduction in waste.



Investing for a Healthier Community

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

NMC's vision calls on us to "partner to improve the wellness of our community." Investing in wellness and prevention to prevent illness and chronic disease and reduce the demand for costly medical treatments is a vital part of bending the cost curve in healthcare long term and improving the quality of life. The return on these investments is long-term and it is real. 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."

On top of these focal efforts relating to community benefit, NMC provides funding to key community partners working on priorities identified in the Community Health Needs Assessment such as housing, food insecurity, mental health, and community belonging.

These agencies have a positive impact in areas outside NMC's direct expertise, but which impact the lives of our patients and our staff. Some of the organizations NMC supported with donations in fiscal year 2024 include:

- | | | | |
|---|---|-----------------------------------|----------------------------|
| • The Afterglow Foundation | • Healthy Islands and Community Support | • Family Services | • Vermont Futures Project |
| • Age Well | • Martha's Kitchen | • St. Albans Pride Corps | • Vermont Maple Festival |
| • American Heart Association | • Milton PTA | • Swanton Recreation Commission | • Vermont Recovery Network |
| • BFA St. Albans | • Nordic Spirit Soccer Club | • Tim's House / Samaritan House | • Vermont State Colleges |
| • Champlain Valley Office of Economic Opportunity | • Northern Forest Canoe Trail | • Town of Georgia | • Vermont Voltag |
| • CIDER | • Prevent Child Abuse Vermont | • Town of Highgate | |
| • Fairfield Community Center | • Rotary Club of St. Albans | • United Way of Northwest Vermont | |
| • Girls on the Run Vermont | • Special Olympics | • UVM Foundation | |
| | • Spectrum Youth | • Vermont Family Network | |

No single individual or 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.



During June's Pride Month celebrations, NMC presented a \$1,600 donation to the St. Albans Pride Corps. The funds were raised during NMC's Hospital Week celebration in May when the organization did a basket raffle. Baskets were put together by teams who chose a local nonprofit to donate funds to if they won. The basket donated by NMC's Senior Leaders won and they had chosen the SAP Corps!

Pictured here are some of NMC's Senior Leaders along with SAP Corps board members Kurt Hersey and Scott Bushey.

NMC Blood Drives:

By the Numbers...

NMC has hosted 36 blood drives total. 4 in 2024.



1,196 donors have given a total of 1,135 units of blood. In the last blood drive, 33 units were collected.



Out of the 1,196 total donors, 84 were first time donors. In 2024, there were 4 first time donors.



Our top donor has donated 504 units since they began giving blood. (That's 63 gallons!)

NMC Raises \$30,000 for the United Way

In the fall of 2023, Northwestern Medical Center celebrated the season of giving with another successful United Way Campaign, raising \$30,000 for the United Way of Northwest Vermont.

The campaign included a departmental challenge, rewarding teams that had the greatest participation in the campaign. Winning teams included the Quality Department, IT and the Emergency Department.

New in 2023, the campaign's grand prize was a premiere reserved parking spot on campus, good for one year. Kelly Connolly, an OR Scheduling Assistant was the winner!

Back by popular demand, the annual cookie sale was once again whipped up by Executive Chef Carrie Consentino and raised an astounding \$4,200 for the campaign. That's a lot of cookies!



Happenings Around the Hospital

Over the course of 2024, NMC hosted a variety of events for our team members. From hospital and nursing week, to raising awareness by wear color days and celebrating our team members' achievements and milestones. In the photo gallery below, see a variety of highlights from these events over the year.



Community Events



2024 NMC ANNUAL REPORT

STEWARDSHIP

NMC's Financial Update

NMC continues to believe that providing high-quality and safe care to patients and taking great care of our team leads directly to financial stewardship. It is vitally important for non-profit organizations like NMC to achieve a positive operating margin so that we can reinvest in the business. Those investments come in the form of equipment, technology, and space. It is a cycle that ensures NMC will be here to serve the community for many years to come.

Unfortunately, NMC lost money from operations in FY'24. Wage pressures and workforce shortages continue to play a significant role in our organization. We are grateful to our employed team members that have chosen NMC or who have stayed at NMC. We are also grateful to the traveling staff that have helped



HEALTHCARE REFORM MOVING FORWARD IN VERMONT

Vermont is increasingly focused on the topic of health care reform. In 2024, the State of Vermont Agency of Human Services applied for, and was selected to participate in, a new federal program called the Advancing All-Payer Health Equity Approaches and Development model (AHEAD). The new model would begin in 2026, and more information can be found [HERE](#).

In addition, the Vermont Legislature passed Act 167 in 2022 to fund research into how to improve health system sustainability and hospital financial health. In collaboration with the State of Vermont Agency of Human Services, the Green Mountain Care Board engaged a consulting group named Oliver Wyman to investigate and provide a set of recommendations. The full report can be found [HERE](#).

The recommendations include significant changes for Vermonters.

As these efforts advance, we will do our best to keep you informed, highlight ways to learn more, and share opportunities to provide input to help ensure continued access to quality local healthcare in our community.



NMC By The Numbers

A FEW STATS ABOUT THE CARE PROVIDED BY NMC IN FY2024



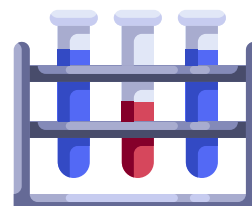
11,915

*Hospital
Admissions*



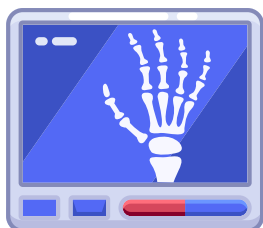
65,189

*Inpatient Lab
Tests*



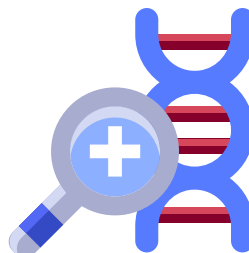
328,889

*Outpatient Lab
Tests*



67,155

*Diagnostic
Imaging Tests*



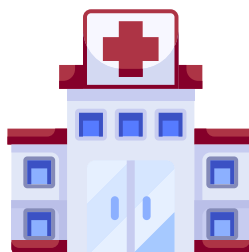
54,335

*Specialty
Practices Visits*



25,102

Urgent Care Visits



24,716

*Emergency Room
Visits*

Collaborative Health Network Continues to Grow

As a founding partner of the New England Collaborative Hospital Network (NECHN), NMC was pleased to welcome Cottage Hospital of Woodsville, NH and Adirondack Health of Saranac Lake NY.

NE-CHN offers independent hospitals, and their community care partners a structure, similar to large network systems, enabling them to achieve cost savings related to group purchasing and shared administrative functions without giving up control to a large health system that can often create challenges for rural patient care, local community focus and cultural alignment.

The organization grew in 2024 from its original participants which included Copley Hospital and Brattleboro Memorial Hospital in addition to NMC.



Financial Report

**Unaudited data*

| | Actual | Budget | Variance | PY Actual |
|--------------------------------------|-------------|-------------|--------------|-------------|
| Gross Patient Revenue | | | | |
| Inpatient Revenue | 55,763,664 | 59,870,996 | (4,107,332) | 58,424,662 |
| Outpatient Revenue | 228,555,335 | 224,378,677 | 4,176,658 | 205,733,718 |
| Total Gross Patient Revenue | 284,318,999 | 284,249,673 | 69,326 | 264,158,380 |
| Revenue Deductions | | | | |
| Contractual Allowances | 159,052,439 | 157,621,867 | (1,430,572) | 147,025,968 |
| Charity Care | 1,054,855 | 1,764,611 | 709,756 | 1,610,405 |
| Total Revenue Deductions | 160,107,294 | 159,386,478 | (720,816) | 148,636,373 |
| % To Total Gross Revenue | 56.31% | 56.07% | -0.24% | 56.27% |
| Net Patient Revenue | 124,211,705 | 124,863,195 | (651,490) | 115,522,007 |
| Other Revenue | 7,513,627 | 6,491,496 | 1,022,131 | 6,522,718 |
| Total Net Operating Revenue | 131,725,332 | 131,354,691 | 370,641 | 122,044,725 |
| Operating Expenses | | | | |
| Salaries and Wages | 59,250,793 | 57,751,519 | (1,499,274) | 52,929,764 |
| Employee Benefits | 14,748,688 | 19,288,660 | 4,539,972 | 12,604,128 |
| Supplies | 16,862,477 | 3,929,124 | (12,933,353) | 15,282,365 |
| Contracted Services | 20,936,247 | 6,434,544 | (14,501,703) | 22,975,025 |
| Travelers | 4,496,747 | 3,929,124 | (567,623) | 8,162,147 |
| Depreciation | 6,459,237 | 6,434,544 | (24,693) | 6,196,138 |
| Interest and Amortization | 550,093 | 621,000 | 70,907 | 465,263 |
| Medicaid Provider Tax | 5,805,098 | 5,413,296 | (391,802) | 5,725,208 |
| Other | 2,594,853 | 3,506,700 | 911,847 | 2,939,542 |
| Utilities | 1,197,726 | 1,324,548 | 126,822 | 1,140,335 |
| Repairs and Maintenance | 376,885 | 245,220 | (131,665) | 306,764 |
| Insurance | 1,853,585 | 1,953,696 | 100,111 | 1,545,493 |
| Total Operating Expenses | 135,132,429 | 110,831,975 | (24,300,454) | 130,272,172 |
| Net Operating Income (Loss) | (3,407,097) | 20,522,716 | (23,929,813) | (8,227,447) |
| Nonoperating Gains (Losses) | | | | |
| Interest and Dividends | 1,512,515 | 1,813,610 | (301,095) | 1,587,975 |
| General Donations | 15,430 | 11,136 | 4,294 | (45,029) |
| Realized Gain(loss) on Investments | 709,903 | - | 709,903 | 2,424,126 |
| Unrealized Gain(loss) on Investments | 14,131,337 | - | 14,131,337 | 5,000,614 |
| Other | (817,579) | (194,459) | (623,120) | 185,156 |
| Investment Property, net | 733,404 | 806,496 | (73,092) | 675,021 |
| Total Nonoperating Gains (Losses) | 16,285,010 | 2,436,783 | 13,848,227 | 9,827,863 |
| Net Income (Loss) | 12,877,913 | 22,959,499 | (10,081,586) | 1,600,416 |

RECOGNITION & MILESTONES



Melinda White Recognized with NMC's Community Service Award

NMC's Board of Directors recently honored Melinda White as the recipient of NMC's 2024 Community Service Award in recognition of her devoted service to NMC and our patients.

Melinda was nominated by Emergency Department Director JoAnn Manahan, RN, who has worked with her in the ED in her role as a Recovery Coach, helping people battling substance use disorders.

"Getting to know Melinda has been a pleasure," said Manahan. "She brings genuine empathy, compassion, extreme knowledge and hope to every patient (client) that she meets," she said. "She has opened my eyes, and the ED's eyes, to all that is going on in Franklin County to support those dealing with addiction."

Dr. Katie Montagne Earns the Deogracias P. Esguerra Award

Dr. Katie Montagne, Anesthesiologist, was honored with the Deogracias "Deo" P. Esguerra, MD Service Award at NMC's Medical Staff Appreciation event held in October.

The award was created in 2011 to honor a provider with a "passion for excellence and dedication to the patients of our community." Its namesake, Dr. Esguerra, was known as a caring, passionate and inspirational physician who loved both the science and art of medicine.

Peter Wright, Chief Executive Officer of NMC, said, "We are grateful for the commitment, dedication, and leadership Dr. Montagne has and continues to provide NMC and the patients we serve. I am enjoying working and partnering with her each and every day. And to be recognized by one's peers is truly a heartwarming experience."



Medical Staff Awards

Each Fall, NMC honors members of the medical staff who have reached milestone anniversaries with the hospital in five-year intervals. Med staff are recognized at a special dinner in their honor, and during the ceremony clinical awards are given out as well. In 2023, Dr. Kahren Aydinyan of Northwestern ENT and Katie Shattuck, PNP of NMC's Inpatient Pediatrics team won top honors!

Congratulations to Katherine Shattuck, PNP



for earning the
**Clinical and Cultural
Excellence Award**

Recognizing a physician or APP who actively promotes a culture that embraces, expects and rewards the delivery of exceptional patient- and family-centered care.

Congratulations to Kahren Aydinyan, DO



for earning the
Leadership Award

Recognizing the valuable skills the Physician or APP is developing through activities undertaken alongside his/her medical practice. Examples include recruitment of new providers, committee work, volunteer work and medical staff leadership.

2024 Board Directors

Jake Holzscheiter
*Immediate Past
President*

John Casavant
President

Barb Toof
Vice President

Dawn Bugbee
Treasurer

Corey Parent
Secretary

Anna Royer, MD
*Medical Staff
President*

Erin Creley
Member

Nick Hadden
Member

**Meredith L Roberts,
RN, BSN, MSN, PhD**
Member

Coleen Condon
Member

Karyn Rocheleau
Member

Vaughn Comeau
Member

Special thanks to Matt Habedank who stepped down from NMC's Board of Directors in after being promoted to Director of the Early Childhood and School-Based Division of NCSS. The new role conflicted with his NMC Board duties, and so he left our board in June of 2024.

NMC Medical Directors

Louis Dandurand, MD, Medical Director, Emergency

Tracy Hagerty, MD, Medical Director, Cardiology

Joshua Kallen, MD, Medical Director, Radiology

Katie Montagne, MD, Medical Director, Anesthesia

Colleen Moran, MD, Medical Director, Inpatient Pediatrics

Sharon Stoll, MD, Medical Director, Urgent Care

Bradley Eisenberg, DO, Medical Director, Hospitalist

Lowrey Sullivan, MD, Medical Director, OBGYN/FBC

Thomas Suppan, MD, Medical Director,
Laboratory Services

Medical Executive Committee

Anna Royer, MD, President of the Medical Staff

Katie Montagne, MD, Vice President

Colleen Moran, MD, Secretary (Chief of OBGYN &
Pediatric Service)

Lowrey Sullivan, MD, Immediate Past President

Aaron Brillhart, MD, Chief of Emergency Service

Heather Shenk MD, Chief of Inpatient Service

Kahren Aydinyan, DO, Chief of Surgical Service

Katherine Shattuck, PNP, OBGYN & Pediatric Service
Representative

Judy Fingergut, MD, Physician Member at Large

Lucas Carter, PA, APP Member at Large

Senior Leadership Team

Peter Wright, FACHE,
President and Chief Executive Officer

Ryan Hamel
Chief People Officer

Jonathan Billings, FACHE,
Chief Operating Officer

Wayne Hobbs
Chief Administration Officer

Stephanie Breault
Chief Financial Officer

John Minadeo, MD,
Chief Medical Quality Officer



Leadership List

Abbie Neville
Manager of Clinical Informatics

Corey Rivers
Nurse Manager Med Surg

Jessica Aboelezz
Director of Pharmacy

Kelly Campbell
Director of Professional and
Organizational Development

Adam Thompson
Manager of Facilities

Courtney Leduc
Director of Clinical Practice

Jessica Frost
Manager of Population Health

Kevin Kehoe
Manager of Respiratory
Therapy

Alisha Sawyer
Manager of Organizational Dev

Danielle Boudro
Director of PCU

Jill Torrey
Director of Business
Operations Surgical

Kristy Cushing
Director of Rehab Services

Amanda Wilson
Manager of Care Management

David Blin
Director Laboratory Services

JoAnn Manahan
Director Emergency
Department

Megan Smith
Director of Revenue Cycle/
Privacy Officer

Anna Gabaree
Director FBC

Devin Bachelder
Decision Support and Budget
Manager

Karen Staniels
Director of Business
Operations Medical

Morenike “Reni” Lambo
Risk Manager

Anneke Merritt
Director of Quality

Emily Allen
Nurse Manager ICU

Kate Merchant
Director Patient Care Services

**Rachael Shepardson-
Rudden**
Nurse Manager, ED

Carrie Consentino
Manager of Food Service

Erica Coburn
Director of Diagnostic Imaging

Katharine Laddison
Director of Communications

Susan Couture
Director Surgical Services

Chelsey Lawyer
Manager Materials
Management

George Gattullo
Director of Facilities/ Support
Services

Katherine Winchester
Manager of Volunteer Services

Trevor LaChapelle
Manager of Central

Chris Lamson
Director of Information
Systems

Jake Ashline
Informatics Supervisor

Keith Ellery
Safety, Security and
Emergency Preparedness
Manager

Christopher Bouchard
Manager of Environmental
Services

Jennifer Howrigan
Controller

Team Member Leadership Group

The Team Member Leadership Group is a multi-disciplinary group of NMC employees working with Leadership to inform changes to improve NMC as a place to work and a provider of care. The TLG provides the organization with the opportunity to gather employee feedback, identify opportunities, communicate information, and reinforce NMC's direction.

Emily Ledoux
Medical Assistant

Katelyn Rae
Respiratory Therapist

Susan Casavant
Occupational Therapist

Molly Pike
Medical Assistant

Robyn LaRose
Patient Access Coordinator

Therese Tucker
Payor Credentialing Specialist

Jonathan Newhard
Chef

Dan Shedrick
Information Systems Support Analyst

NMC Auxiliary Board Members

Maris Rock
President

Pat King
Recording Secretary

Andrea Wells
Interim Corresponding Secretary

Vice President
Vacant

Linda Rowden
Treasurer

Hospital Liaison
Katherine Winchester

Auxiliary Chairs

Bonnie Evans
Fundraising

Maris Rock
Membership

Bev LeClair
Sunshine Cards

Kate Laddison
Program

Katherine Winchester
Gift Gallery Manager

Fran Beauchemin
Nominating

All Board Members
Parliamentarian/Bylaws

Kate Laddison
Publicity

Bonnie Evans
Hospitality

Board of Incorporators

The NMC Incorporators is a group of up to 128 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 with primary functions being electing the Board of Directors, approving the corporate bylaws, and acting as ambassadors and advocates.

| | | | |
|----------------------------|------------------------------|----------------------------|----------------------------|
| Janis Appel | Elaina Fontes | Danielle Lindley-Mitchell | Schreindorfer |
| Judy Ashley | Bradley Gabree | Deborah Loughlin | Sherry Scott |
| Dr. Lorne Babb | Andrea Gagner | Adam Luneau | Kristina Senna |
| Reginald Beliveau | Steven Gagner | David Mahoney | Albert and Sally Severy |
| Leon and Anne Berthiaume | Thomas Gallagher | Jim Manahan | Heather Skilling |
| Robert Bessette | Elizabeth Gamache | JoAnn Manahan | Tami St. Marie |
| Steven Broer, PsyD | Peter Garceau | Kevin Manahan | Stephen Stata |
| Dr. Gregory Brophey | Valdemar and Bridget Garibay | Steve Marshall | Molly Stata Comeau |
| Jacqueline Brosseau-Cyr | Clement Gervais | Mike McCarthy | Kathy Tabor |
| Lawrence Bruce | Elysia Gingue | Janet and Michael McCarthy | Patrick Talcott |
| Dawn Bugbee | Nilda Gonnella-French | Ralph McNall | Barb Toof |
| John Casavant | John Gorton | Dr. John Minadeo | Thomas Traber |
| Jane Catton | Leon Graves | Sheri Moore | Paula Tremblay |
| Sandra Chagnon | Monica Greene | Dr. Joseph and Judy Nasca | Edward J. Tyler, III |
| Paul Clark | Matthew Habedank | William O'Connor | Lynn Vallee |
| Donald Collins | Nicholas Hadden | Corey Parent | Howard Van Benthuyssen |
| Vaughn Comeau | Joe Halko | Pamela Parsons | Daniel Vanslette |
| Coleen Condon | Christina Hamel | Peter Perley | Albin Voegelé |
| Dr. Michael Corrigan | John and Lisa Hango | Albert and Marcia Perry | James Walsh |
| Erin Creley | Rett Heald | Keith Ploof | Penny Wright |
| David and Erica Debellis | Hector Hill | Susie Posner Jones | Dr. Frank and Judy Zsoldos |
| Dustin Degree | Jacob Holzscheiter | Kristin Prior | |
| Christopher Dermody | Jacqui Hood | Maris Rock | |
| Lynn Desautels | Bridget Howrigan Rivet | Dr. Dennis Sanders | |
| Dr. Richard Dickinson | Paula Kane | Dr. William Roberts | |
| Dr. Grace Dickinson-Branon | Celeste Kane-Stebbins | Donna Roby | |
| Catherine Dimitruk | Kathleen Keenan | Karyn Rocheleau | |
| Hibbard Doe | Dana Kittell | Brian Savage | |
| David Ducham | Michelle Lawrence | Chip Sawyer | |
| Jeffrey Eaton | Chelsey Lawyer | Kevin and Karen Scheffler | |
| John Edwards | Jeffrey Levesque | Dr. Marietta Scholten | |
| Nancy Fiske | Betsy Liley | John and Mary | |
| | Sally Lindberg | | |

Gifts from Our Community: Annual Donors

Individuals

Jessica Aboelezz

David and Sarah Allerton

Ronald Anstey

Shari Bashaw

Arjel Bautista

Courtright Beard

Cindy Benen

Jonathan & Marilyn Billings

Brian Bouchard

Kiersten Bourgeois

Steve Bourgeois

Karen Bouthillette

Dan Bovat and Lise Gagner

Adam Branon

Stephanie Breault

Dr. Kevin Brown

Lawrence Bruce

Alton and Lorraine Bruso

Scott Burleson

William Cain

Stacie Callan

Leo & Rebecca Chaplin

Elaine Charron

John Chesarek

Michelle Cioffi

Coleen Condon

Carla Desnoyers

James Dickmann

Natalie Dishaw

David Ducham

John Edwards

Jean Fairchild

Valdemar and Bridget Garibay

Gary Gilmond

Wallace and Natalie Good

Leon Graves

Nicholas Hadden

Ryan and Kevin Hamel

John and Lisa Hango

Kent Henderson

Peter Hofstetter

Derek Hoy

James Hughes

Carol Jones

Patricia King

Scott Kline

David Knightes

Victoria McDonough

Ronald and Linda McNall

Dr. John Minadeo

Tina Mueller

Dr. Joseph and Judy Nasca

John Newton

Dr. Paul Newton

Christopher Payne

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Loretta Pigeon

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Devin Quinlan

Chip and Alisha Sawyer

Nicholas Shultz

Carol Streeter

Heather Streeter

Kathy Tabor

Jason Thibault

Daniel Thompson

Donald Tinney

Margaret Walsh

Katherine Winchester

Peter Wright

Dr. H. Taylor and Marsha Yates

Mary Lou Zakrzewski

Dr. Robert and Sandy Zelazo

Dr. Frank and Judy Zsoldos

Businesses & Organizations

A.N. Deringer, Inc.

AA St. Albans Group

Bellows Free Academy

**Bernstein Private Wealth
Management and Darius
Sidebotham**

CBA Blue

Coca-Cola Beverages Northeast

Connor Contracting, Inc.

Cross Consulting Engineers PC

Dickinson & Branon Dental Care

Driven Marketing Solutions

E4H

Handy Toyota / Handy Chevrolet

Hannaford's Bags 4 My Cause

Heald Funeral Home

Jeff's Maine Seafood

Kinney Drugs Foundation

Kissane Associates

Kittell Branagan & Sargent

M&T Bank

Marshall & Marshall

McSoley McCoy & Co.

**Missisquoi Valley Union
High School**

NCSS

Northeast Delta Dental

Northern Tier Center for Health

**Northwestern Medical Center
Auxiliary**

Nucar Vermont

Open Approach

Ovation Healthcare

Peoples Trust Company

Run for Jim Event

Suncrest Health Care Communities

Tenth Crow Creative

The Bottomless Toy Chest

The Richards Group

Tyler Place

Union Bank

Versatile

**VNA & Hospice of the
Southwest Region**

In Memory of

**In Memory of Richard
"Rick" Barnett**

Vermont Rail System

Jay and Celia Hardwick

Loree Garceau and Ian Webb

Nancy Desany

Tony and Shelly Curran

In Memory of Leon Beliveau

Jack & Lynn Russell

John and Rhonda Kjos

Kathleen Collins

In Memory of George Bilodeau

Katharine Laddison

In Memory of Doris Boardman

Sherry Scott

In Memory of Patrick Cross

Dawn Bugbee

In Memory of Kevin Elwood

John and Paula Johnson

Joyce LaMonda

In Memory of Father John Feltz

Mark and Jeanette Cadieux

In Memory of Lindsey Gates

Frank and Kaye Mehaffey

Jennifer Gaffney

Mary Ann McDermott

In Memory of Susan Martin

Carol Benway

John Quinn

In Memory of M.E. Dalton

Kathryn Shanahan

In Memory of Jane Murray

Jack Eldridge

Kevin Smith's Sports Connection

**In Memory of Mark and Virginia
"Ginger" Gagnon**

Mark and Jeanette Cadieux

In Memory of Barbara Russell

Dickinson & Branon Dental Care

In Memory of Ross Toof

Barbara Toof

Language Assistance

patientrelations@nmcinc.org

1-800-340-5877

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