

NMC FY2015 Annual Report

featuring a 2016 Calendar

{ Reflection } *we do that here.*



NORTHWESTERN MEDICAL CENTER

133 Fairfield St, St. Albans, VT
(802) 524-5911

Cover Art By: Jon Young

A Letter to Our Community

It is our pleasure to present Northwestern Medical Center's fiscal year 2015 Annual Report. Amidst beautiful artistry from our community (generously provided by Jon Young, Corliss Blakely, Eric Tobin, and John Clarke Olson) is information on NMC's past performance and our future plans which illustrates our vision of being recognized for value and excellence in healthcare and being an important partner in improving the health of our community.

FY'15 was an exciting year of quality improvement, innovation, and advances in population health. With the leadership of the Board of Directors and in partnership with our Medical Staff, the NMC team worked with community partners to achieve remarkable advances in improved care and prevention. NMC's quality data within the OneCare VT accountable care organization showed the largest improvement in the state! We have reduced overall costs to the system by appropriately decreasing length of stay, readmissions, and avoidable visits to our Emergency Department. We have seen a significant decrease in the adult smoking rate in the community. At the same time, NMC's team of staff and physicians earned a 7th national Avatar Award for overall patient satisfaction. We also earned our 11th top award from the Governor's Council on Physical Fitness for the quality of our employee wellness program, as we work to keep our own staff well so they can care for our community.

FY'15 saw the launch of RiseVT, a collaborative effort to engage our community in embracing healthy lifestyles. This program is funded by NMC and through a healthcare reform grant from the State with the long term goal of reducing healthcare costs through prevention, with an emphasis on physical activity, healthy eating, and avoiding tobacco use. It has created significant momentum and the State's evaluator has called it "the first tangible example of population health reform that is actually working."

We have improved parking and safety on campus with the Crest Road project and continue to pursue our Master Facility Plan to better align our facilities with the future of care delivery in our community. NMC has applied for approval of two major projects to improve our healing environment by creating all private inpatient rooms; facilitate the re-establishment of needed specialty care by creating flexible Medical Clinic space; and bringing Primary Care, Northwestern Urgent Care, and Orthopaedics to more efficient space at the front of our campus to keep pace with community need. These projects are progressing through the regulatory approval and permitting process with the target of a start of construction in the Spring of 2016.

As we look to FY'16, the momentum continues. The Green Mountain Care Board has approved accelerating our investment in population health. We have a new Dermatologist and other new providers joining our community. We continue to implement LEAN strategies, emphasize quality improvement, and maximize our 5-star Caring approach to reduce costs within the system while improving quality and the patient experience.

Thank you for your support of local healthcare. We are so proud of our team and it means so much to have our community entrust their care to us. Here's to a healthier future for all!

Sincerely,



John Hango
*President,
NMC Board of Directors*

Jill Berry Bowen, RN
Chief Executive Officer

John Minadeo, MD
President of the Medical Staff



John Hango
*President, NMC Board
of Directors*



Jill Berry Bowen
Chief Executive Officer



John Minadeo, MD
President of the Medical Staff

Leadership Team

Jill Berry Bowen, RN
Chief Executive Officer

Ted Sirotta,
*Senior Vice President,
Chief Financial Officer*

Jane Catton, RN
*Senior Vice President,
Chief Operating Officer*

Joel Benware,
*Vice President,
Information Systems & Compliance*

Jonathan Billings,
*Vice President,
Planning & Community Relations*

Tom Conley,
*Vice President,
Human Resources &
Organizational Development*

Diane Leach-Janelli, RN
*Vice President,
Quality & Medical Staff Services*

Don Shook
Interim Vice President of Physician Services

Lowrey Sullivan, MD
Chief Medical Officer

NMC's Medical Executive Committee:

John Minadeo, MD
President/Chair of MEC

Michael Kennedy, MD
Vice-President

Thomas Harrison, MD
Secretary

David Groening, DPM
Immediate Past President

Aaron Brillhart, MD
Chief, Emergency Service

R. "Donny" Khela, MD
Chief, Inpatient Medicine Service

Toby Sadkin, MD
Chief, Outpatient Medicine Service

Stacy Strouse, MD
Chief, Pediatric Service

Mary Woodhouse, MD
Chief, Surgical Service

Julian Ferris, MD
Member At Large

Board of Directors

John Hango, of West Berkshire
President

Kevin Manahan, CPA, of St. Albans
Vice President

Patrick Talcott, of Sheldon
Treasurer

Bill O'Connor, of Swanton
Secretary

Leon Berthiaume, of Swanton

John Casavant, of St. Albans

Paula Kane, Esq., of St. Albans

Michelle Lawrence, CPA, of South Hero

Janet McCarthy, RN, of Georgia

John Minadeo, MD, of Essex Junction
President of the Medical Staff

Marietta Scholten, MD, of St. Albans

Frank Zsoldos, MD, of St. Albans

We hope you enjoy the following 2016 calendar
featuring paintings from northwestern Vermont artists.

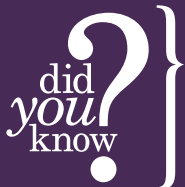




Art By: Eric Tobin

JANUARY 2016

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Community Health Priority: Healthy Lifestyles

Eating well and moving more are important steps to reaching and maintaining a healthy weight, which can bring you more energy and better health. Start your new year off on the right foot by embracing a healthier lifestyle! Connect with RiseVT at www.risevt.com to get started on your path to better health and book your annual physical with your primary care provider today!

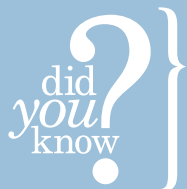




Art By: John Clarke Olson

FEBRUARY 2016

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Community Health Priority: Heart Disease

Improving your heart health can reduce your chances for serious health issues. Eating well and moving more can be simple, fun, and effective for people of all ages. To learn more, talk to your Primary Care provider, contact NMC's Lifestyle Medicine Department (802) 524-8846, visit www.risevt.com and www.heart.org online, or dial 2-1-1 to reach the United Way's Vermont 211 information service.

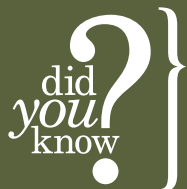




Art By: John Clarke Olson

MARCH 2016

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Community Health Priorities: Mental Health & Substance Abuse

Properly disposing of your prescription medications is one of the best ways to reduce temptation, keep drugs from being abused, and avoid accidental overdose. To learn more, talk to your Primary Care provider, contact the St. Albans City Police at (802) 524-2166, visit medicineabuseproject.org online, or dial 2-1-1 to reach the United Way's Vermont 211 information service.

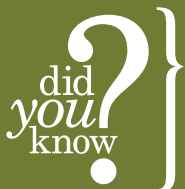




Art By: Corliss Blakely

APRIL 2016

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Community Health Priority: Access to Healthcare and Physicians

A relationship with a Primary Care provider is a vital part of good health. Prevention, early detection, and appropriate treatment can make all the difference in your wellness. If you need help finding a physician or advanced practice provider of any specialty, call NMC's Community Relations Department at (802) 524-1280 or visit our provider directory at www.northwestern.org/find-provider.

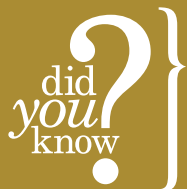




Art By: John Clarke Olson

MAY 2016

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Community Health Priorities: Health Insurance / Uninsured

Don't go without the care and coverage you need. Vermont Health Connect provides access to and information on health insurance for individual Vermonters and small businesses. To learn more, visit info.healthconnect.vermont.gov online, call the Navigator at CVOEO at (802) 527-7392, or dial 2-1-1 to reach the United Way's Vermont 211 information service.





JUNE 2016

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Community Health Priority: Physical Environment

The walkability and bikeability of a community helps improve both personal health and home values! A number of local municipalities are establishing safe routes to school, improving sidewalks, building bike paths, and more. To learn more and get involved, contact NMC’s Lifestyle Medicine Department at (802) 524-1296 or reach out to your local elected officials!





JULY 2016

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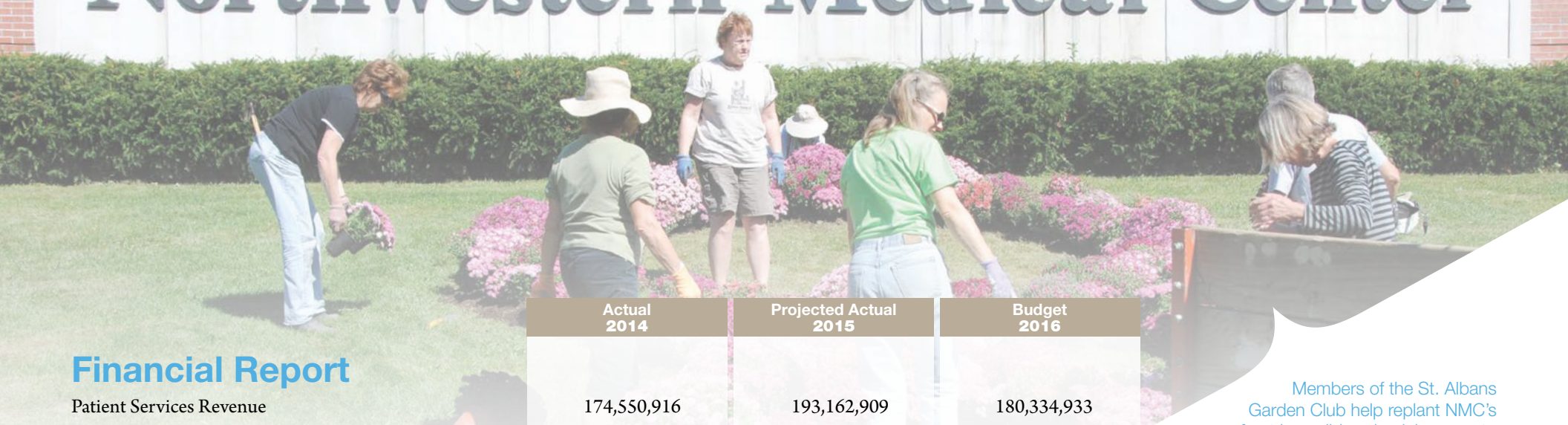


Community Health Priority: Diabetes

You can prevent or delay type 2 diabetes – improving your health and lowering your healthcare costs — by staying at a healthy weight, eating well, and being active. To learn more, talk to your Primary Care Provider, call NMC’s Lifestyle Medicine Department at (802) 524-1031, visit www.diabetes.org, or dial 2-1-1 to reach the United Way’s Vermont 211 information service.



Northwestern Medical Center



Financial Report

	Actual 2014	Projected Actual 2015	Budget 2016
Patient Services Revenue	174,550,916	193,162,909	180,334,933
Less Subsidies to MCR and MCD	57,059,990	63,144,175	58,086,692
Less Other Contractuals	21,273,017	26,917,479	21,259,552
Less Free Care	1,302,980	1,238,374	1,621,948
Less Provision for Bad Debt	5,218,540	3,890,911	5,045,412
Net Patient Revenue	89,696,389	97,971,970	94,321,329
Other Operating Revenue	3,910,156	4,212,942	3,919,437
Total Revenue and Other Support	93,606,545	102,184,912	98,240,766
Salary and Wages	39,318,134	41,582,035	44,261,020
Employee Benefits	9,868,620	10,567,982	11,250,616
Supplies	11,016,518	11,441,273	11,873,397
Contracted Services	11,951,647	13,428,140	13,586,864
Other Operating Expense	5,691,515	5,972,806	6,504,550
Medicaid Tax	3,785,869	4,329,930	4,379,437
Depreciation	4,147,370	4,195,594	3,962,265
Interest & Amortization	538,526	516,547	534,840
Total Expenses	86,318,199	92,034,307	96,352,989
Income from Operations	7,288,346	10,150,605	1,887,777
Net Investment Income	3,559,924	482,678	627,442
Other	178,717	62,900	113,323
Total Non-Operating Income	3,738,641	545,578	740,765
Excess of Revenue and Other Support Over Expenses	11,026,987	10,696,183	2,628,542

Members of the St. Albans Garden Club help replant NMC's front lawn ribbon in pink mums to raise awareness of breast cancer.

Key Statistics

	Actual 2014	Projected Actual 2015	Budget 2016
Admissions	2,386	2,447	2,289
Total Patient Days	7,922	7,655	7,394
Average Length of Stay	3.32	3.12	3.23
Emergency Department Visits	26,019	25,591	24,410
Births	469	422	415
Surgeries	2,902	2,923	2,927
Outpatient Diagnostic Imaging Procedures	48,152	47,516	48,614
Outpatient Laboratory Tests	294,819	308,889	308,551
Medicare/Medicaid % of Patient Revenue	57.99%	57.02%	58.18%
Days in Accounts Payable	60.4	41.8	40.8
Days in Accounts Receivable	35.0	33.1	34.5
Age of Plant (Years)	9.5	12.4	13.3

Four of this year's Little Lake Monsters "dream team" were local ball players. This was the second year of the community service program sponsored by Northwestern Urgent Care and rewards kids who demonstrate healthy lifestyles, good sportsmanship and volunteerism.

Pictured from left to right: Anson Seibert of St. Albans, Lucas Templeton of Milton, Cayley Renaudette of Franklin and Joshua Lovejoy of Westford.

NOTE: Due to a state budgeting reconsideration, the distribution of expenses within the FY16 budget was not finalized at press time.



Advancing Philanthropy

we do that here

Community support is vital to Northwestern Medical Center's mission of delivering exceptional care for our community. In today's complex world of healthcare reform and health savings, philanthropy has become the margin that allows us to continue to be exceptional in what we do.

Grant Awards Supporting Community Health & Care Coordination

- High Meadows Fund, \$5,000 *Northwest Healthy Roots Collaborative & Farm to School*
- VT Community Foundation, Food & Farm Initiative, \$32,000 *Northwest Healthy Roots Collaborative & Farm to School*
- VT Department of Health, Division of Alcohol & Drug Abuse, \$250,000 *Screening, Brief Intervention, Referral to Treatment (SBIRT)*
- VT Department of Health Access, \$172,800 *Blueprint for Health*
- VT Health Care Improvement Project, \$400,000 *over 2 years RiseVT – Embracing Healthy Lifestyles*



LEGACY CIRCLE

at NORTHWESTERN MEDICAL CENTER

People who enjoy giving back love to make a positive impact on their families, neighbors, workplaces and communities — that action of giving lends them a sense of purpose and pride. One way to create a lasting impact is through creation of a trust and this year, NMC received just such a gift from a former NMC volunteer who passed away, Jean Lowe.

Lowe was a native of North Adams, MA and settled in North Hero with her husband Gordon in 1976. She was active in her community, her church and worked for the Mount Mansfield Company for many years. She volunteered at both NMC and Copley Hospital in Morrisville.

Jean Lowe donated her trust to Northwestern Medical Center, and that gift will help NMC fulfill our mission of providing exceptional health care for our community. Generous donations like these help us keep pace with the rapid advancement of health care technology while reducing our reliance on debt. They help us provide medical care for people who can't afford it, supportive end of life care for those who are dying, and scholarships for local future health care workers.

We offer our heartfelt thanks to Mrs. Lowe for providing such a meaningful and lasting gift.

For more information about estate planning or the Legacy Circle, please contact our Office of Development.

Office of Development

Jeffrey Moreau, CFRE
802.524.8467
jmoreau@nmcinc.org

Grants & Sponsored Programs

Koi Boynton
802.752.1929
kboynton@nmcinc.org

Gifts from *Our Community*

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

Individuals

Anonymous (4)

Robert and Sheila Abair

Ms. Brittany Abbott

Ronald and Marsha Anstey

Ms. Judy Ashley

Kim Austin-Johnson

Mr. and Mrs. James Beane

Dr. Robert and Jane Catton Beattie

Joel and Tanya Benware

Leon Berthiaume

Jonathan and Marilyn Billings

Michael and Jacalynn Blouin

Clarence and Dorothy Bocash

Joyce Bort

John and Claudette Bostwick

Tim and Jill Bowen

Jane Bower

James Brouillette

Margaret Bruce

Ms. Caryn Burleson

Mr. and Mrs. Eric Bushey

John Bushey

William Cain

Geralyn and Leland Carpenter

John and Sandra Casavant

Robert and Edna Chagnon

Martha and Jacques Charbonneau

Sarah Chevalier

Mr. and Mrs. Chip Chiappinelli,
M.D.

Cecile Cioffi

Tom and Joy Conley

Scott and Donna Corrigan

James Dickmann

Faith DuBois

Joseph and Mary Durfee

Bonnie Evans

Richard and Mary Ewins

Andy and Betty Finelli

Theresa Fitzgerald

Martha Fleming

Paul and Lydia Foisy

Elisabeth Fontaine, M.D.

Patricia Gagne

Theresa Gendreau

Edith Graves

Monica and Craig Greene

Radm. and Mrs. Warren Hamm, Jr.

John T. and Lisa A. Hango

Roy and Margaret Hango

Mr. and Mrs. Steve Harmon

Susan and Robert Hartmann

Peter and Christy Hofstetter

Kenneth and Judith Holzscheiter

Jacqui Hood

Stephen and Kathleen Howe

Virginia Howrigan

Kimberly Hutchins

Marilyn Jacobs

Shirley Jacobs

Robert and Diane (Leach) Janelli

Paula Kane, Atty & Greg Pierce, P.E.

Patricia Kennedy

Doug and Carol Klette

Alice Kogan

Aimee Laferriere

Mr. and Mrs. Phillip Larson

Marty Larson

Christina Latson

Michelle and Robert Lawrence

Candace and Maurice Leblanc

Sally and Bruce Lindberg

Valerie Longe

Jean M. Lowe Trust

Cheryl Machia

Meg Marshall

Elizabeth Martell

Haskell and Patricia Mayo

Janet and Michael McCarthy

Carolyn McEwen

Charlene Messier

John Minadeo, MD

Mr. and Mrs. Charles Moore

Jeffrey and Heather Moreau

Margaret Moreau

Dawn Moss

Morris and Karen Mulheron

Gerald and Lisa Myers

Samuel and Elizabeth Nelson

Thomas Niles

William and Susan O'Connor

John and Diana O'Hara

Burton Paquin

Mr. and Mrs. Philippe Paradis

Judy Paxman

Miller B. Pearsall

Reverend Moretti Peckahwood

Bradley Peduzzi

Colleen Pelkey

Walter and Kathryn Peno

Deborah and Philip Plant

Constance Prouty

Mr. and Mrs. Donald Rainville

Christine and John Reighley

Paul Reilly

Hubert Remillard

Kathleen Riley

Drs. Amy and William Roberts

Susan Roberts

Beverly Robtoy

Lynda Ryan

Toby Sadkin, M.D. and Dale Hohm

Jennifer Savage

Jim Schewe

Marietta Scholten, MD and Stephen

Payne, MD

John and Mary Ellen Shaw

Don and Pam Shook

Frank and Helen Short

Ted Sirotta

A.D. Stanley

Carol Streeter

L. Lowrey Sullivan, M.D.

Patrick and Sarah Talcott

Mrs. Alexa Thayer

Carrie Tracy

Paula Tremblay

Charon and Marshall True

Madalyn Tulip

Joseph and Joy Walsh

Dr. Russell Walters

Marie Anne and Leo West

Natalie Wiley

Donna Wiley

David Winchester

Katherine Winchester

Edmund and Jeannine Winn

Kathleen Winter

Dana Wolcott

Charles and Sandra Yessian

Dr. Frank and Judy Zsoldos

Organizations

Associates for Dental Care

Bellows Free Academy Student Activities

Community Partners Classic

Cross Consulting Engineers PC

Elite Salon

First Congregational Church of St. Albans, VT, Inc.

Franklin County Pediatrics

Georgia United Methodist Church

Green Mountain Coffee

Hannaford Charitable Foundation

Jim Bashaw Bowlathon

Kevin Smith's Sports Connection

Laborie

Ladies of the Healing Circle

Lets Grow Kids

McCuin Fuels, Inc.

Members Powered by Just Give

Missisquoi Valley Union High School Student Activities

Mylan Charitable Foundation

Northwestern Medical Center Auxiliary

Peerless Clothing

Peoples Trust Company

Run for Jim Foundation

St. Albans Eye Center

The Tyler Place



In July, Representatives of the Run for Jim presented Northwestern Medical Center with the proceeds from their 2015 walk/run event, totaling \$8,000. Pictured from left to right are: Sarah Jemley, Manager of Care Management; Jennifer Hauptman, Social Worker; Mair Baron, Case Manager; Shari Bashaw; NMC CEO Jill Berry Bowen, and Bill O'Connor.

We appreciate all gifts and strive to recognize all our donors. Occasionally we receive donations from events and fundraisers without individual donor listings. To anyone who we may have missed in our listing here, our apologies, and thanks.

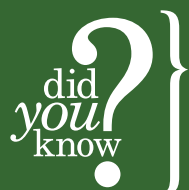




Art By: Eric Tobin

AUGUST 2016

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Community Health Priority: Domestic and Sexual Abuse

Everyone deserves to live a life free of domestic abuse. If you or someone you know is suffering physical or emotional abuse, help is available. To learn more, talk to your Primary Care provider, contact Voices Against Violence at (802) 524-6575, visit www.vtnetwork.org online, or dial 2-1-1 to reach the United Way's Vermont 211 information service.

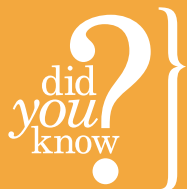




Art By: Jon Young

SEPTEMBER 2016

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Community Health Priorities: Mental Health, Suicide

Your mental health is as important as your physical health. Did you know that Vermont's suicide rate is among the highest in the nation? If you or someone you know needs help, there are local resources available. Speak with your Primary Care provider, contact Northwestern Counselling & Support Services at (802) 524-6554, visit mentalhealth.vermont.gov online, or dial 2-1-1 to reach the United Way's Vermont 211 information service.

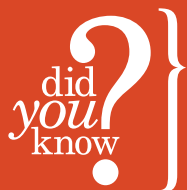




Art By: Jon Young

OCTOBER 2016

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Community Health Priority: Cancer

Screening mammography on the schedule recommended by your Primary Care provider is key to the early detection and treatment of breast cancer. NMC offers digital mammography by appointment or by walk-in in St. Albans and in Georgia. To learn more, talk to your Primary Care provider, contact NMC's Diagnostic Imaging Department at (802) 524-8830, visit www.cancer.org/cancer/breastcancer online, or dial 2-1-1 to reach the United Way's Vermont 211 information service.





Art By: Jon Young

NOVEMBER 2016

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Community Health Priority: Smoking

November's Great American Smokeout is the perfect time to take an important step toward a healthier life. When you are ready to quit smoking, free support and tools are available to help. To learn more, talk to your Primary Care provider, contact NMC's Lifestyle Medicine Department at (802) 524-8480, visit 802quits.org, or dial 2-1-1 to reach the United Way's Vermont 211 information service.





Art By: Eric Tobin

Eric Tobin

DECEMBER 2016

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Community Health Priority: High Blood Pressure

Through healthier food choices, regular exercise, and other self-management strategies, the impact of Hypertension (High Blood Pressure) and diabetes can be reduced. To learn more, talk to your Primary Care provider, contact NMC's Lifestyle Medicine Department (802) 524-8846, visit healthvermont.gov/prevent/#chronic online, or dial 2-1-1 to reach the United Way's Vermont 211 information service.





NMC staff gathered on the front lawn for a taping of the Pink Glove dance video the hospital released in October.



Chelsea Mulheron (left) and Caryn Burlison (right) are two of the Diagnostic Imaging team who ensure breast care patients are well cared for at NMC.

Spotlight on Breast Cancer

This year, NMC took some additional steps in the fight against breast cancer: Hiring a Breast Care Nurse Navigator and launching a dance video to raise awareness.

In the spring, Chelsea Mulheron, BSN, RN, started work as the new nurse navigator for breast care, helping patients see their way through the emotional process of screening, diagnosis, treatment and survivorship. Mulheron, a St. Albans native and 13-year veteran of NMC's Emergency Department, helps coordinate care for patients who see many providers including primary care physicians, diagnostic imaging case management, social workers, oncologists, surgeons and others as they seek treatment. Mulheron serves as a single point of contact, following and supporting patients for months or even years.

Another engaging approach to the topic of breast cancer was this year's Pink Glove video created by NMC, a choreographed dance performed by over 200 NMC staffers raising awareness of breast cancer. The video was filmed in the late summer and early fall, and released to the community in October. The project highlighted and celebrated the breast cancer survivors on NMC's staff, and reached out to the community with a message of support for anyone in survivorship. The overwhelming levels of participation and enthusiasm were meaningful and memorable as dancers donned pink feather boas, tutus, headbands, scarves, and of course gloves to show this healthcare organization's commitment to prevention and early detection.

Advancing Care and Communication

NMC always strives to be a leader in healthcare, providing exceptional care where and when our community needs it most. This year the hospital unveiled several new technology tools, communications channels and care conveniences for our patients.



**Northwestern
Urgent Care**
Quality. Convenience. Trust.

In the summer of 2015, Northwestern Urgent Care launched a new online application that lets patients check the wait time at either the Georgia or St. Albans clinic, and reserve a spot in the queue. The easy-to-use, web-based tool gives patients the freedom to wait at home, rather than in the Northwestern Urgent Care waiting room – a convenience for busy people who aren't feeling their best. www.northwesternmedicalcenter.org/urgent-care

Northwestern launched another technology tool to assist patients in the summer of 2014 – NMC's Patient Portal. The portal gives patients the ability to access their health records online, and easily communicate with their healthcare team and view vital health information like lab results and medication lists. Timely access to important information and improved communication with their health care team allows each of us to be more involved in our own care, which should lead to even better health. www.northwesternmedicalcenter.org/portal

Another change at NMC came when Northwestern Rehab Services began seeing patients in the town of Cambridge in March 2015, in space adjoining the Cambridge Health Center on Main Street. NMC's Physical Therapy team provides evaluation and individualized treatment plans for Cambridge and the surrounding area using a variety of techniques. This new location in the CHC is open on Mondays and Fridays from 8 a.m. to 4 p.m.

www.northwesternmedicalcenter.org/northwestern-rehabilitation-services

To keep the community connected and informed about all these new changes, NMC this year began producing a TV show on Northwest Access TV, called Health Beat. The show is hosted by CEO Jill Berry Bowen and provides information about health topics and services, enabling viewers to become healthier, well-informed consumers of healthcare. The show also gives an glimpse into the hearts and minds of local physicians, advanced practice providers, hospital staff, and community partners. Hearing first-hand from these talented individuals is a great way to get to know them, and for NMC to share its passion for exceptional care. Tune in to Channel 15 on Tuesdays and Thursdays to see Health Beat. www.northwesternmedicalcenter.org/northwestern-health-beat



Evolving Our Campus

*Keeping Pace with Community
Need and Changes in Healthcare*

In order to better meet the current and future needs of our community, and to properly align the NMC facility with the direction of healthcare reform, NMC is pursuing a multi-year, multi-project Master Facility Plan.

Fiscal Year 2015 saw the completion of the first component of that project, the relocation of Crest Road to allow for the expansion of parking at the front of the hospital and at the conference center, with significant improvements made to pedestrian and traffic safety on campus. These improvements have drawn strong praise from patients and visitors, as have the underground utilities and the new approach to campus lighting, which was inspired by the City of St. Albans' downtown streetscape enhancements. The project also brought with it NMC's first electric car charging station for use by staff and visitors!

As this report goes to press, NMC is approaching public hearings with the Green Mountain Care Board on two proposed projects within the Master Plan. The first converts our Medical/Surgical and Intensive Care inpatient rooms to all-private rooms, creating wonderful improvements in privacy, restfulness, infection control,

patient education, and staffing efficiency. It also creates new flexible space for the re-establishment of important Medical Clinics, to house part-time specialists bringing important preventive care to our community. The second, the construction of an attached Medical Office Building, would bring Primary Care and Northwestern Urgent Care to the front of our campus – making it far more convenient and accessible for patients. This building allows Northwestern Orthopaedics to decompress into specifically designed space as well as providing an envisioned shelled second floor for efficient future expansion to keep pace with community need.

As this Annual Report is produced, we are on track within the State regulatory process and the State permitting process for a Spring, 2016 start to these exciting projects that better align NMC's facility with our future!

Investing In Improved Quality of Life

In alignment with community needs; as part of NMC's efforts to improve the health of our community through patient care, treatment, and prevention; and as an extension of our role as a major employer, NMC invests in important initiatives to improve the quality of life in our community. These funds are termed "Community Benefit" within the IRS regulation of not-for-profit hospitals and are part of what we report to the Federal government.

In FY'15, the NMC Board invested in RiseVT, a collaborative initiative that emerged out of the Community Committee on Healthy Lifestyles and became a formal healthcare reform project funded in part by a grant from the State and up to \$200,000 in operating funds from NMC. In our first four months, RiseVT has engaged nearly 4,000 people! We are working with 26 businesses, 5 businesses, and 6 schools to help shape policies, programs, and infrastructure to support healthy lifestyles. We are seeing measurable results and promising improvements to health indicators! The State's evaluator has given RiseVT high early marks, calling it "the gold standard" for programs of its type. NMC continues to be deeply involved in the Community Committee on Healthy Lifestyles, with CEO Jill Bowen co-chairing the effort with Judy Ashley, the District Director of the Vermont Department of Health.

Our 3rd annual "Healthy Hearts On The Move" health fair drew its largest crowd ever, drawing in approximately 300 people for free health screenings and the opportunity to try fun new physical activities and learn about healthy options. Our 2nd annual "Little Lake Monsters" promotion through Northwestern Urgent Care partnered us with the region's minor league baseball team in promoting sportsmanship and healthy lifestyles among the families of area youth. The responses from the children who participated are priceless. They are our future, so getting them involved in the health movement now creates a much brighter tomorrow!

NMC team members are active in many area organizations, donating time to the St. Albans, Rotary, the Franklin County Regional Chamber of Commerce, the Boards of Northwestern Counseling & Support Services and Franklin County Home Health Agency, the Franklin Grand Isle Community Partnership, the Franklin Grand Isle United Way, the American Heart Association, and many other local and regional groups – not to mention countless area schools, sports teams, scout groups, and more.

On top of that direct involvement and our own programming, NMC facilitates local efforts to address community need and improve the quality of life through support of organizations and initiatives. Some of those donations were made to:

- All Arts Council
- American Heart Association
- Building Bright Futures
- Business & Professional Women of Franklin County
- City of St Albans Fountain Restoration
- CVOEO Community Action/Food Shelf
- Fairfax Parks & Recreation
- Fairfield Community Center
- Franklin County Court Diversion
- Franklin County Home Health
- Friends of Northern Lake Champlain
- Girls on the Run
- Grand Isle Supervisory Union AED purchases
- Hard'ack Recreation Center
- Healthy Roots Collaborative
- Highgate Arena Restoration
- Make-A-Wish Vermont
- Operation Happiness
- Optimist Newspaper
- Relay for Life
- Restorative Justice Center
- St. Albans Historical Society
- St. Albans Little League
- St. Albans Skating Association
- Special Olympics VT
- Swanton Recreation Department
- Turning Point
- Tim's House
- Vermont Ethics Network
- Voices Against Violence
- Watershed Mentoring



St. Albans City School was the first to become gold-level certified through RiseVT. Here, the entire staff and student population stand together to spell out their success.



Amy Brewer, a Health Educator with NMC's Lifestyle Medicine Department talks about the importance of not smoking at the Healthy Hearts on the Move event in February 2015.

Reflecting Our Community

For the second year in a row, NMC has been happy to showcase local artists and our local landscape in our annual report. We serve our community with pride, and give our heartfelt thanks to the local artists who made this calendar possible. Your beautiful art is another wonderful reflection of not just the scenic splendor of our area, but also of the depth of talent in our community.

Corliss Blakely — June / July / April

Established artist and seventh generation Vermonter, Corliss Blakely painted still lifes and Vermont landscapes in a classically realist style until last year. Now, she is also creating a new series in oils, “The Forgotten Seeds: Look Within.” Corliss received her formal art training in Boston where she studied at the Vesper George Art School and took classes at The School of the Museum of Fine Arts. Corliss is internationally recognized for her work in several mediums, including watercolor, oil, and egg tempera. www.artistinvermont.com

John Clarke Olson — May / March / February

John Clarke Olson moved to Vermont nearly 40 years ago to pursue his desire to paint the northern New England landscape. Essentially a self-taught artist, Olson works his oil on board magic both outdoors and on location or in his home studio. Olson’s paintings capture scenic New England buildings, farmlands, and distant mountains in a realistic-impressionist style.

Eric Tobin — January / August / December

Eric Tobin is a painter from Vermont aiming to capture the beauty of the moment, the light, and the setting of landscapes. Eric’s love for Vermont can be seen in each of his works; evoking the feelings of the natural setting in which he chooses to paint. Eric paints almost every day in all kinds of weather, and has become proficient at painting the landscape on location. Eric tries to capture the landscape, the time of day, the season of the year, by the way the light plays on different objects. www.tobinfineart.com

Jon Young — September / October / November / Cover

Jon was born and raised in Swanton, Vermont. He studied illustration at Massachusetts College of Art & Design, and oil painting at Johnson State College. Since 2000, he has been the product and technical advisor for HK Holbein Artist Materials in Williston, Vermont. His mediums range from watercolor, ink, oils, and acrylics. Jon’s art is known for the bright colors and wide range of subject matter. He lives in Saint Albans, Vermont with wife Arleigh, and daughter Violet.

www.jonyoungartworks.com



Dr. Chip Chiappinelli, a pediatrician with Mousetrap Pediatrics, was honored with the fourth annual Deogracias “Deo” P. Esguerra, MD Service Award at NMC’s Medical Staff Appreciation Dinner held November 21, 2014. Dr. Chip is pictured here with his wife, children and grandchildren who surprised him at the event.





Helene Biggie with her husband Mike pose in front of the plaque that now bears a leaf with Helene's name on it.

Community Service Award

St. Albans resident Helene Biggie was awarded the 2015 NMC Community Service award at an Incorporator's meeting at the hospital in May. NMC Board Member Patrick Talcott and long-time Capers participant Dr. Frank Zsoldos thanked the Cardiac Capers leader for her tireless devotion to the show throughout the years.

Incorporators

- | | | |
|--------------------------------|------------------------|----------------------------|
| Janis Appel | William Greenwood | Joseph Nasca |
| Judy Ashley | James Gregoire | William Nihan |
| Michael Barnum | Molly Grismore | William O'Connor |
| Mary Bates | Nicholas Hadden | Pamela Parsons |
| Robert and Jane Catton Beattie | Joe Halko | Peter Perley |
| Jeanne Begnoche | Christina Hamel | Albert and Marcia Perry |
| Reginald Beliveau | John Hango | Keith and Sylvia Ploof |
| Leon Berthiaume | Raymond Heald | Joanne Polanshek |
| Bob Bessette | Gerald Herrera | Susie Posner Jones |
| George Bilodeau | Hector Hill | Martha Rainville |
| Steven Broer | Brian Honsinger | Peter Rath |
| Jacqueline Brosseau-Cyr | Jacqui Hood | Patricia Reed |
| Lawrence Bruce | Madeline Howard | Bryant Reynolds |
| Peter Burke | William Howland | William Roberts |
| John Casavant | Judith Howrigan | Donna Roby |
| Sandra Chagnon | Bridget Howrigan Rivet | Samuel Ruggiano |
| David Charboneau | Shirley Jacobs | Kevin Scheffler |
| William Cioffi | Hayden Janes | Marietta and |
| Paul Clark | John Johnston | Stephen Payne, MD Scholten |
| Bev Collins | Paula Kane | John Schreindorfer |
| Donald Collins | Celeste Kane-Stebbins | Albert and Sally Severy |
| Vaughn Comeau | Kathleen Keenan | May Shearer |
| Phillip Condon | Ned Kirsch | Heather Skilling |
| Michael Corrigan | Dana Kittell | Tim Smith |
| Louis Dandurand | Jean Lamphere | Stephen Stata |
| Christopher Dermody | Michelle Lawrence | Molly Stata Comeau |
| Martha Deslauriers | Jeffrey Levesque | Sarah Sterling |
| Marie Destefano | Sally Lindberg | Kathy Tabor |
| Richard Dickinson | Carol Livingston | Patrick Talcott |
| Grace Dickinson-Branon | Kevin Manahan | Cheryl Teague |
| Sally Dubois | JoAnn Manahan | Albert Tetreault |
| David Ducham | John Manahan | Thomas Traber |
| John Edwards | James Manahan | Paula Tremblay |
| Richard Feeser | Steven Marshall | Edward J. Tyler, III |
| Nancy Fiske | Melisande Mayotte | Lynn Vallee |
| Elaina Fontes | Janet McCarthy | Howard Van Benthuisen |
| Bradley Gabree | Mike McCarthy | Daniel Vanslette |
| Thomas Gallagher | Ralph McNall | James Walsh |
| Elizabeth Gamache | John Minadeo | Scott Wells |
| Clement Gervais | Charles Moore | Penny Wright |
| Uwe Goehlert M.D. | Susan Moore | Frank Zsoldos |
| Nilda Gonnella-French | Jeffrey Moreau | |
| Monica Greene | Margaret Moreau | |
| | Dorey Myers Demers | |

NOTE: This list of Incorporators was compiled as of September 2015.