



BUILDING FOR THE FUTURE

2016 Annual Report



{ Breaking New Ground } *we do that here.*

A Letter to Our Community

“On behalf of the entire Northwestern Medical Center team, it is a pleasure to share this reflection on what has been an exceptional year.”



Jill Berry Bowen
& Kevin Manahan

Throughout this annual report, you will find examples of our Board, staff, medical staff, volunteers, donors, and community partners working together to provide the kind of excellence and value in the care we provide which earns national recognition. You will see that our team is actively pursuing partnering to improve the wellbeing of our community. Doing so allows NMC to live our mission of providing exceptional care for our community and positions us to fulfill our vision of being a destination of choice for patients, staff, and medical staff.

The highlights of Fiscal Year 2016 are many. We are reinventing our campus to better align with the future of healthcare and assist in the provision of exceptional care. Primary Care is coming to a new medical office building at the front of the campus, along with Orthopaedics, Urgent Care, OB/GYN, Cardiology/ Pulmonology, and Medical Clinics in efficient new space. We are also expanding on the other side of the hospital to allow for the

transformation of our Medical/Surgical and Intensive Care inpatient beds to all private rooms on an integrated, progressive, efficient unit. Our Board has been prudently planning for this investment in the future of care in our community for years, so we are able to implement this project without an increase in rates for this coming year. Everyone involved has risen to the challenge of maintaining access during the projects and we thank our patients and community for your patience and support as we enhance the healing environment.

Amidst the construction excitement, our focus on our patients has not wavered. NMC's staff earned national recognition for patient satisfaction from Avatar. NMC's Family Birth Center and Northwestern OB/GYN earned the prestigious international "Baby Friendly" designation. NMC achieved the prestigious "Most Wired" designation for the integration of our Information Systems throughout all we do. We had a very positive and successful accreditation survey by the Joint Commission.

With an eye to improved quality of life and reduced demand for costly treatment, NMC has worked with the Vermont Department of Health and the Community Committee on Healthy Lifestyles on the launch and expansion of the



Addressing the Top Health Needs of Our Community

In 2016, NMC conducted a new Community Health Needs Assessment – a process undertaken every three years gathering critical information from public health experts, departments, agencies, community leaders, representatives of medically underserved groups and many more.

This new assessment identified six top priorities that will inform our healthcare efforts in the coming year:

1. **Mental Health & Substance Abuse**
2. **Obesity**
3. **Smoking**
4. **Cancer**
5. **Suicide**
6. **Domestic & Sexual Assault**

NMC has already taken key steps forward in the four top priorities of combating substance abuse, getting people active, encouraging healthy eating, offering tobacco cessation programs and early detection for cancer whenever possible. We also work closely with community partners on suicide and physical violence through our Emergency Department and other front-line interactions with our patients.

The stories on these pages outline our progress in the past year toward addressing these critical priorities as we also look ahead to the future.

exciting RiseVT community campaign. Individuals, families, businesses, schools, and municipalities throughout our region are embracing healthy lifestyles. These efforts earned a remarkable score in a formal review by EPODE, an international leader in reducing childhood obesity.

As we continue forward into FY'17, we are actively engaged in Vermont's efforts to shift from fee-for-service medicine to an emphasis on population health. There is tremendous change afoot with accountable care organizations and the all payer model. We are working with our regulators, elected officials, and colleagues in healthcare to help find a sustainable approach to maintain quality and expand access while bending the cost curve.

It is a turbulent time in healthcare and an exciting time at NMC. We are so thankful for the trust our community places in us and we are grateful for your support. Thank you – and please join us in embracing healthier lifestyles as we strive for a healthier future!

Sincerely,

Jill Berry Bowen, RN
Chief Executive Officer

Kevin Manahan
President, NMC Board
of Directors



RiseVT: Strides Toward a Healthier Community

This year, RiseVT made huge strides toward a healthier community reaching out to more than 13,000 community members to encourage them to take their first steps on a wellness journey. RiseVT is a community collaborative that focuses on embracing healthy lifestyles, improving quality of life, and lowering healthcare costs.

The collaborative applies that mantra in the places we live, work, learn, and play. This multi-directional approach brings attention to healthy lifestyles in schools, businesses, municipalities and directly to individuals. When we are surrounded by healthy messages in all aspects of our life, healthy choices are easy to make.

Here are some of the concrete impacts RiseVT has had this year in each of its four core channels:

- RiseVT in Businesses: 46 local businesses implemented wellness programs. This far surpasses RiseVT's goal of engaging 20 local businesses to implement wellness programs for the first year.
- RiseVT in Schools: Fifteen schools implemented Safe Routes to School to encourage walking as a healthy physical activity for students and staff.
- RiseVT in Communities: Nine municipalities are engaged with RiseVT, implementing wellness programs and putting policies in place that create healthy environments for the whole community.
- RiseVT for Individuals: 1,100 people have completed scorecards as a self-assessment of their own wellbeing and 176 have met with a RiseVT health coach to take action to improve their score, and their health.

These impressive accomplishments during RiseVT's first year match the urgency Vermont feels to address the obesity trend, and move healthcare toward a prevention-based model. Not only was this first year a foundation-building time for RiseVT which hired five staffers and put those people to work immediately in their communities, the collaborative also set its sights on the future.

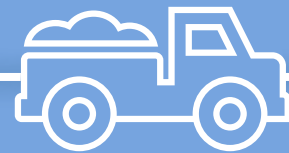


RootsRescue Gleaning Program Saves Over **SIX THOUSAND** Pounds of Food!



10

Total number of
participating farmers



6,112 LBS

Total pounds of
food distributed



19

Total number
of recipient sites*

RiseVT began a partnership with EPODE, an international evidence-based methodology for reducing childhood obesity. The work with EPODE offers a global perspective to our efforts, lining up with international best practice to increase the program's sustainability and impact. NMC and RiseVT have also started the conversation to take the program statewide, applying the model to all communities across Vermont.

RiseVT set a rapid pace for change in its first year. The momentum built in year one will lead to even greater impacts as the RiseVT message spreads and the collaborative hits its stride in bringing wellness to the front of the pack for schools, businesses and families.

RiseVT Exceeds Expectations For 2016!



9

Municipalities Engaged
in Wellness

Goal for 2016: 5



46

Businesses Engaged
in Wellness

Goal for 2016: 20



12

Safe Routes
To Schools

Goal for 2016: 8

**recipients include food shelves,
soup kitchens, and summer meal sites*

Tobacco Use in Franklin and Grand Isle County

Successes and Future Focus

The Franklin Grand Isle Tobacco Prevention Coalition, in partnership with the State of Vermont's Tobacco Control Program and NMC with its strong commitment to reducing the negative impact of tobacco use has been working for 15 years to help protect our residents. There have been great successes!

Youth regular cigarette use is down to a low of 11% in Franklin County – and down from 27% in 2001.

Unfortunately, youth are reporting using some form of tobacco products in the past 30 days. In fact, 27% of Franklin County youth reported using some form of tobacco products, including vaping or e-cigarette products, in the past 30 days. That's more than 1/4!

Adult cigarette use is also down from its high of 25% in 2000-2002, but has remained relatively flat between 18-20% for the past 10 years. Fortunately, 57% of Franklin County residents reported making a quit attempt in the past year – and that's our second highest rate yet! Quitting takes practice, so the more we can support quit attempts, the more successful tobacco users will be.

As we continue to address tobacco use and its dangerous impacts among our community, we know much of the work has been done to address cigarette use. Our next battlefield is electronic-cigarette/vaping products and youth. And, in our rural communities, smokeless tobacco rates are far higher than in the rest of the state. We need to apply what we've learned from the youth cigarette fight to this next chapter of war.

There are effective, free resources available to everyone to turn those 57% quit attempts into success stories. For information on using those free resources, contact Chari Andersen, RN, NMC's VT Quit Partner at 524-8480 or candersen@nmcinc.org.



10%

of Franklin County residents made a quit attempt this past year

Butt Litter

The month of August was Butt Litter Clean Up Month. The Franklin Grand Isle Tobacco Prevention Coalition partnered with RiseVT, Friends of Northern Lake Champlain, and the Northwest Solid Waste District to pick up and recycle butts during 8 events in 6 communities. 9,030 butts were picked up at Alburgh School, Enosburg Town Recreation Fields, Richford's playground and fountain parks, St. Albans City's Downtown area, St. Albans Town's Bay Park, and Swanton's Marble Mill Park and Village Green. Butt litter clean ups are a great way to raise awareness about the quantity of smoking happening in our community gathering and recreation spaces, the danger that tobacco litter poses to our environment, and to work with community leaders to find solutions decreasing litter and dangerous secondhand smoke exposure.

Communities that went smoke-free in 2015-2016

Highgate – all municipal properties are Tobacco Free

Enosburg Falls – Lincoln & Maple Parks added a ban on e-cigarette/vaping products to their smoke-free policies for those parks

Building Capacity for Treatment and Recovery



“I’m so proud of this team and the progress we’ve made this year.”

— Jill Torrey



This year, Northwestern Comprehensive Pain marked several milestones on the path toward strong community care for addiction patients. The practice added two new physicians as well as additional clinicians trained in mental health, working hard on care coordination for patients and launching a new toxicology service.

Dr. Ryan Herrington and Dr. Suzan White both joined the practice this year, seeing patients in the Catherine Street office. Dr. White graduated from the University of New England’s College of Osteopathic Medicine and did her residency training in Psychiatry at Berkshire Medical Center. Dr. Herrington earned his medical degree at the University of Virginia in Charlottesville, Virginia, and his Masters in Public Health from the Ohio State University of Public Health in Columbus, Ohio. Together, with Michelle Kearney, PA, these practitioners form the core of a strong team in a practice focused on comprehensive pain management, including addiction treatment.

Dr. White’s psychiatry training has been particularly helpful as it gives pain management and addiction patients quick access to mental health services from a healthcare provider they already know and trust.

Northwestern Comprehensive Pain also added staff to give greater capacity to provide onsite crisis care for mental health issues, supplementing the support of the

Howard Center for this type of care. The practice now has a full time Licensed Alcohol and Drug Counselor (LADC) onsite, and will soon be adding another full time counselor.

Also, the practice will be hiring another full-time registered nurse as part of the Medication Assisted Treatment (MAT) program (see related story). In part, these care coordinators help make connections to patient support services for this like transportation or employment.

These innovative advancements reflect the practice’s comprehensive approach to treatment. Whether patients need care for chronic pain or for addiction, the care plan must address all aspects of the patient’s life to be effective. In an effort to provide more of this wrap-around care, NMC launched Northwestern Screening Services, providing urine toxicology screenings with no appointment necessary. The new office is located at 100 Lake Street, Suite 1 and is open from 7:30 a.m. to 6 p.m. each weekday.

“I’m so proud of this team and the progress we’ve made this year,” said Jill Torrey, NMC’s Director of Physician Services overseeing this practice. Looking ahead, Torrey is eager for the coming year’s work with the addition of a third physician to the practice and collaboration with BAART, which will open a “Hub,” a regional specialty treatment center, in St. Albans in early 2017.

Getting Creative with Cancer

This year, NMC's Diagnostic Imaging (DI) Department worked in creative ways to break down barriers to care and to engage the community around prevention and wellness. The team held special Paint & Prevent events in the Courtyard Café, went out to businesses to offer mammography lunch and learns and attended many community events to spread the prevention message.

The painting workshops were a big hit: A unique twist on the traditional guided painting session held in a restaurant or lounge. With NMC's Paint & Prevent sessions, attendees were offered the chance to get an evening mammogram done during the program, putting the focus on spending quality time on well-being. Breast Care Nurse Navigator Chelsea Mulheron built a Lunch & Learn program which she brought to organizations like Wal-Mart and the Franklin Northeast school district. During these engaging sessions, Mulheron presents a myth-busting mammography presentation as well as providing free lunch, and a mindful coloring activity assessing participants personal risk of breast cancer.

Mulheron also attended community events to raise awareness of breast cancer, the importance of screening and to connect people with transportation and financial assistance if needed.

These exciting outreach activities come in the second year of Mulheron's work as NMC's Breast Care Nurse Navigator. The initiatives are funded in part through grants from the Susan G. Komen Fund as well as a Pfizer Healthcare Charitable Contribution. Mulheron continues her amazing work of supporting women through the process of screening, detection and treatment for breast cancer, see related story on page 16. Mulheron and the DI team have made great progress in improving NMC's rate of patient short term follow-ups after mammography as well as increasing the number of new patients coming in for mammograms.





{ Autumn Reilly
NMC Birth Center Patient

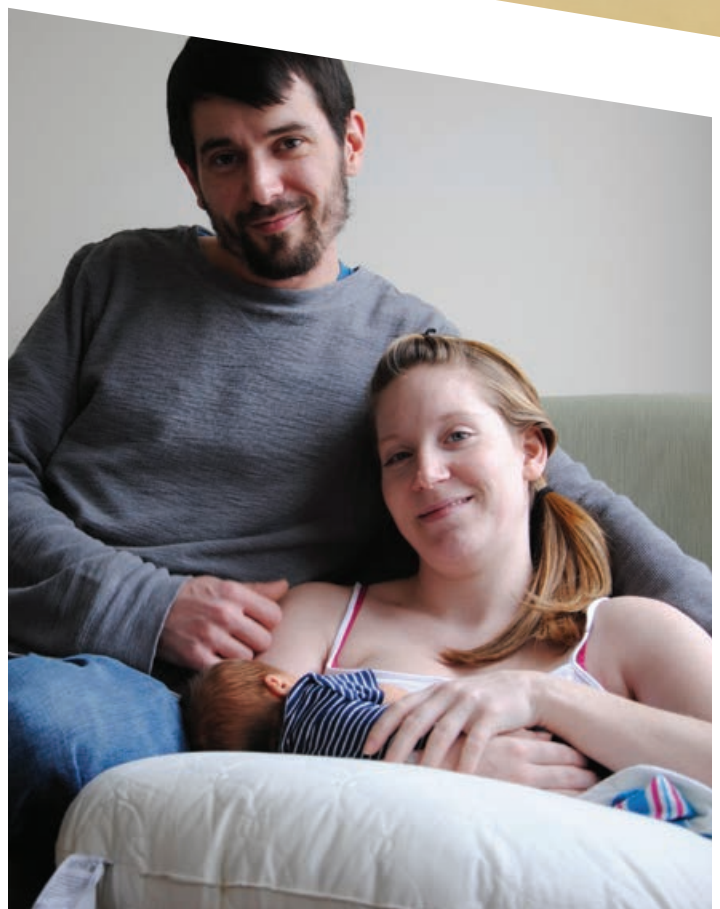
Changing Procedures to Ensure Mom and Baby Bonding

When Autumn Reilly gave birth by Caesarian section in 2016, her newborn son, Christopher, was gently placed on her chest. “It was really nice for us to still have that bonding moment,” she said.

“ **It was really nice for us to still have that bonding moment.**”

— Autumn Reilly

Traditionally, mothers who had Caesarian sections were taken to the post-surgical unit to recover while their babies went to the Family Birth Center nursery, explained Deirdre Young, director of Surgical Services at NMC. “A lot of work went into changing things,” she said. Now mothers and babies are able to connect right after birth and remain together in the hospital.



Investing In Improved Quality of Life

As a leading healthcare organization and a major employer, NMC is devoted to helping improve the quality of life in our community. Naturally, one may think of the care our staff provides as our contribution towards that end. However, NMC also invests cash, time, and resources (things the Internal Revenue Service refers to as “Community Benefit Investments and links to our non-profit status”) into a wide variety of efforts to help take a broader approach to improved quality of life.

NMC is devoted to primary prevention – efforts within our community to keep healthy people healthy so as to avoid illness or chronic disease and reduce the demand for costly treatment. We are also devoted to secondary prevention – working with people who have chronic conditions to better self-manage their health and avoid higher healthcare costs. The RiseVT community campaign to embrace healthy lifestyles has had an amazing year! Over 16,000 individuals, 46 businesses, 12 schools, and 4 childcares have connected with RiseVT as our community enjoys ongoing personal, policy, and infrastructure steps towards better health. RiseVT is overseen by the Community Committee on Healthy Lifestyles, which is co-chaired by NMC CEO Jill Bowen and VT Department of Health District Director Judy Ashley. In addition to the local excitement, RiseVT has garnered statewide attention (with a group of stakeholders discussing how to expand the effort) and international attention (with EPODE International – a leader in the prevention of childhood obesity -- rating our efforts highly and beginning to assist us in enhancing our efforts). With the completion of the state SIM grant program, NMC now becomes the primary funder of the RiseVT effort. In addition, NMC funds ongoing work in tobacco prevention, diabetes self-management, healthier eating and a significant portion of the Healthy Roots Initiative, the emerging best-practice approaches to supporting healthier lifestyles in the new Lifestyle Medicine Clinic

led by Medical Director Elisabeth Fontaine, MD, and events such as the wonderfully popular “Healthy Hearts On The Move” fair which drew over 500 attendees in its fourth year! Even after subtracting the portions covered by grants or revenue, NMC invested over \$2 million in FY’16 in primary and secondary prevention efforts such as these!

In addition, NMC staff take an active role in our community – volunteering for causes, participating in fundraisers, serving on non-profit boards, holding municipal offices, leading youth activities, etc. NMC itself also directly supports many important partners and in alignment with our Community Health Needs Assessment and other pressing priorities facing our community, NMC financially supports the events and/or efforts of many organizations, including:

- The United Way of Northwest Vermont
- The Jim Bashaw Cancer & Catastrophic Illness Fund
- Voices Against Violence
- Girls On The Run
- The Franklin County Regional Chamber of Commerce
- Vermont Special Olympics
- Habitat for Humanity
- The Women We Can Expo
- Make A Wish
- The American Heart Association
- Relay For Life & the American Cancer Society
- Franklin County Home Health Agency
- Franklin County Business & Professional Women
- The St. Albans Historical Museum

Navigating Uncertainty Strategically

There is significant uncertainty within healthcare as national reform continues to unfold, as Vermont's pursuit of an All-Payer Model progresses, and as the political landscape surrounding each of those efforts to restructure how hospitals and physicians are reimbursed for care provided. To better ensure that NMC is properly positioned to meet the changing, growing, and ongoing needs of our community, our Board, Medical Staff, and Leadership worked through a strategic planning process to focus our efforts over the coming three years. Our plan is built upon the community health needs assessment and an extensive analysis of demographics, quality metrics, utilization trends, advances in medical care, financial trends, and opportunities for partnership. The plan was refined based on input from staff, providers, volunteers, and community members.

As a result, we will be strategically positioning NMC for the future by working with our medical staff and community partners to refine and advance primary care, surgical specialty care, mental health, medical specialty care, and population health. We will continue our strategic efforts relating to providing exceptional care, valuing our staff and our medical staff, and achieving a sustainable operating model. Our strategic plan and annual operating plan contain detailed initiatives, timelines, specific goals, and measurable indicators of progress. Through all of this, we can best ensure that NMC is properly prepared for whatever changes may come so that we can continue our mission of providing exceptional care for our community.



Healthy snacks were just a part of the fun at NMC's 2016 Healthy Hearts on the Move event at St. Albans City School.

- The Festival of the Trees
- The Christie Kelli Corrigan Scholarship Fund
- Samaritan House
- Age Well (formerly CVAA)
- Prevent Child Abuse Vermont
- ... And many more.

All of these donations, NMC's funding of primary and secondary prevention, and the absorption of the underfunding of state and federal health programs (such as Medicaid, which the IRS classifies as a formal community benefit investment), combine to account for more than 10% of our revenues for the year. It is a remarkable investment in community benefit that our Board makes to help advance efforts to improve the health and quality of life in our community.

Exceptional ... the Campaign for Northwestern Medical Center

NMC is in the midst of a capital campaign to raise \$2.5 million in support of the hospital's vision for the future of our community's healthcare. That vision is taking concrete shape on NMC's campus as we complete a historic expansion we call our Master Facility Project. The Exceptional capital campaign supports the effort to adapt our aging infrastructure for the future.

Community support for the campaign so far has been tremendous. That support reflects the desire by local individuals and organizations to be a part of this historic advancement at the hospital.

As NMC nears the end of this year and this campaign, we need your help to continue our work to provide the best, life-saving, life-enriching care we can. Please consider making a donation and join us as a philanthropic partner in the future of our community healthcare.

For more information contact Development Director Jeff Moreau at 524-8467.

Campaign Cabinet:

- Leon Berthaiume, Chair
- Jill Berry Bowen, CEO
- Dawn Bugbee
- RADM Warren and Barbara Hamm
- Sandy Mayotte
- Jeff Moreau
- Karyn Rocheleau
- Tim Smith
- Dr. Frank and Judy Zsoldos

Grants Received:

- VT Agency of Human Services, Department of Health Access Grant: Overseeing Blueprint infrastructure to sustain a learning health system - \$132,000
- Pfizer, Healthcare Charitable Contributions Grant: Breast Care Education - \$10,000
- VT Agency of Agriculture, Food & Markets Farm to School: Providing technical assistance support to BFA Fairfax - \$1,200
- VDH Division of Emergency Preparedness Grants: Plan, implement, train and evaluate for preparedness programs. Three grants for time periods from July 1 2015 to June 30, 2020, totaling 105,888
- Susan G. Komen, Vermont New Hampshire Affiliate Grant: Breast Care Access Program - \$20,000
- VDH Division of Health Promotion and Disease Prevention Grant: Tobacco Prevention - \$45,000
- University of Vermont Medical Center Grant: Implementing Care Navigator system for complex health issues - \$40,000
- VDH, Division of Alcohol and Drug Abuse Programs Grant: Expansion of Medically Assisted Treatment for Prescription Drug and Opioid Addiction in Franklin County - \$199,130

Expanding the Options for Medication-Assisted Recovery

Over the past several years, the State of Vermont has experienced a dramatic increase in opioid disorder prevalence, opioid-related overdose deaths, and a rapid escalation in opioid treatment admissions across all health care sectors. In 2015, NMC worked with VT Department of Health, Dartmouth College, Dartmouth Hitchcock Medical Center, Rutland Regional Medical Center, West Ridge Center, and Chittenden Clinic to secure a three year federal grant from the Substance Abuse and Mental Health Services Administration.

The grant provides NMC with nearly \$200,000 annually to provide accessible, effective, comprehensive, coordinated care, and evidence-based medication assisted treatment (MAT) and recovery support services to individuals with opioid use disorder. Focusing on individuals directly involved in the criminal justice system, child welfare system and those on a waiting list for MAT, the program creates greater connection between NMC Comprehensive Pain, the Department of Probation and Parole, Department of Children and Families, The Howard Center, Franklin and Grand Isle Restorative Justice, and Turning Point.

The grant, which began in January of 2016, has reached 78 new patients. The increase in patients has resulted directly from the work of the MAT Coordinator to improve the referral process between the Howard Center, Department of Corrections and directly from residential programs.

Gifts from Our Community: Annual Donors

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

Individuals

Anonymous (3)
A Bonneau Machinery Co.
Robert and Sheila Abair
Ronald and Marsha Anstey
Frank and Doris Arkinson
Judy Ashley
Gerald Barney
Honora Bechard
Bellows Free Academy
Student Activities
Jack and Carol Benway & Family
BFA Math Department
George Bilodeau
John and Claudette Bostwick
Madeline Boucher
Rachel Bourdeau-Yandow
G. Thomas Brady
Lory Ann Brigham
James Brouillette
Sheila Brown
Lawrence and Susan Bruce
David and Phyllis Bruley
Jim Bryce
Marie and Ricky Burleson
Norma Bushey
William Cain
Kristie and James Callan
Bruce and Lorraine Capron
Ryan Charbonneau
Dr. and Mrs. Chip Chiappinelli
Community Partners Classic
Cynthia and John Coon
Barbara Dewey
Dickinson & Branon Dental Care
James Dickmann
Brian Domey
Ray Dubuque
Joseph and Mary Durfee
Elite Hair Salon
Bonnie Evans
Richard and Mary Ewins
Walsh Family
Natalie Farnsworth

Franklin County Quilters Guild
Franklin County Rehab Center
Franklin County Snow Raiders
Theresa Gendreau
Benjamin Giroux
William and Patricia Griffin
Radm. Warren and Barbara Hamm
Handy Toyota and Chevrolet
Roy and Margaret Hango
Hannaford's Bags 4 My Cause
Leslie Harrison
Dorothy Harwood
Margaret Heald
Healing Circle Support Group
Peter and Christy Hofstetter
Ken and Judy Holzscheiter
Jacqui Hood
Stephen and Kathleen Howe
Hull Insurance
Jim Bashaw Bowlathon
Jack and Sherry Kenish
Patricia Kennedy
The Kidder Family
Mr. William Knaus
Alice Kogan
Maurice and Haroldine L'Esperance
Marie and Marvin Langevin
Charlene Lathrop
Laura and David Laurie
Michelle and Robert Lawrence
Sally and Bruce Lindberg
Haskell and Patricia Mayo
Andre and Kathy Menard
Milton Artist Guild
Katie Montagne, M.D.
Jeffrey and Heather Moreau
Margaret Moreau
Morris Mulheron
Gerald and Lisa Myers
Mylan Charitable Foundation
John and Helen Newton
John and Diana O'Hara

Justin Oddy
Palliative Care Quilt Raffle
Philippe and Lorraine Paradis
Dr. Miller B. Pearsall
Dean and Mary Pelkey
Al and Marcia Perry
Pike Industries, Inc.
Sharon Plouff
Pre-Tech Plastics, Inc.
Constance Prouty
Hubert Remillard
Gene Richards
Richford Health Center, Inc.
Larry and Anelda Robtoy
Patricia Rugg
Run for Jim Foundation
S.B. Collins, Inc.
Kenneth Sachs and Marianna McShane
Toby Sadkin, M.D. and Dale Hohm
Saint Jean Baptiste
Dr. Joseph Salomone
Dennis Sanders, M.D.
Dr. Edward Schumer, D.M.D.
Frank and Helen Short
Brian Simpson
Mose Snyder
Kelly Sprague
St. Albans Cooperative Creamery, Inc.
Allen and Lori Sturgeon
Shirley and Edward Sturgeon
Lori S. & Jonathan T. Sturges
Kathy Tabor
Disa Tatro
Stephen and Tina Thomas
Total Home Center
Karen Trahan
Madalyn Tulip
David and Linda Turner
United Way of Greater Atlanta
Flossie Vernal
Wennar Dinner
Edmund and Jeannine Winn
Dana Wolcott

Tributes

In Memory of Bernard Moreau
In Memory of Agnes "Mitch" Billings
In Memory of Bertha Zelazo
In Memory of Bruce J. Gervais
In Memory of Cecile Cioffi
In Honor of Charles Thomas
In Memory of Dorothy Lawyer
In Memory of Elaine "Ellie" Bilodeau
In Memory of Helen Brouillette
In Memory of Jacob Hood
In Memory of Jake and Gertrude Menard
In Memory of Janice Rocheleau
In Memory of Madonna Vernal
In Memory of Marcy Hancox
In Memory of Marty Kogan
In Memory of Mary Lou Collins
In Memory of Matthew Brigham
In Memory of Maurice Dansereau
In Memory of Michael Paradee
In Honor of Micheal Miletta
In Memory of Patty Walsh, RN
In Honor of Susan Dewey
In Memory of Virginia Hall
In Memory of Zelma Grunewald

Please Note: This list reflects donations given during the 2016 Fiscal Year.

Gifts from Our Community: NMC's Capital Campaign

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

Individuals

Anonymous (7)
Robert and Sheila Abair
Edith and Kevin Allard
Rosanne Arnett
Jacob Ashline
Judy Ashley
Meredith Ashton
Jan and Howard Atherton
Dr. Lorne Babb and Candace Collins
Amy Barbour
Ellen Bartemy
Mary Bates
Dr. Robert Beattie and Jane Catton
Laura Bellstrom and Pat Hartnett
Doreen and Jonathan Benoit
Joel and Tanya Benware
Berthiaume Family
Robert and Kathleen Bessette
Marc and Brittany Bessette
Jonathan and Marilyn Billings
Tania Biniecki
Virginia Blair
David and Jane Blin
Jennifer Bockus
Pamela Bonsall
Joseph and Jessica Boone
Stacey and Matthew Bouchard
Dennis Boucher
Stacey Boudreau
Steve and Debbie Bourgeois
Lisa Bovat
Tim and Jill Bowen
Anne and Gerald Bowers
Koi Boynton
Jodi Bray
Stephanie and Jason Breault
Amy Brewer
Eric and Stephanie Brigante
Randy and Andrea Brock
Tracey Broderick
Mary Powell and Mark Brooks
Dr. Gregory and Joseph Brophey
Rachel and Noah Brown
Hon. Lawrence H. Bruce, Jr.
and Susan Roush Bruce

Abigail Buck
Dawn and Jesse Bugbee
Michele Burke
Caryn and Danny Burleson
Jerri Bushey
Mary and Mark Bushey
Kelly and Daniel Callan
Kelly Campbell
Michelle and Darren Carner
John and Sandra Casavant
Amy and Jon Centabar
Jennifer Chalifoux
Sandra Chicoine, RN
Luke and Michelle Cioffi
William and Therese Cioffi
Kathleen Coburn
Lori Columb
Phillip Condon and
Coleen & Callie Kohaut
Tom and Joy Conley
Kelly Connolly
Carrie and James Consentino
Gale Conte
Benjamin and Amy Cooke
Jessica Scanlon Corliss
and Jesse Corliss
Lisa Cornforth
Laurie and Todd Cosgrove
Judge George and Mrs. Diane Costes
Johanna Crane-Godin
Joshua Curtis and Laura Isham
Ruth Kane and Donald Curylo
Kristy and Corey Cushing
Heather Cutting
Paula and Steven Cutting
Tammy and David Cyr
Craig Day
Lori and Andrew Deering
Darlene and Ken Dehart
Ann Delaney
Demers Family
Sarah DeSilvey
Dawn Dodd
Jacqueline Domingue
Mari and Perry Donna
Annette Dragoon

Faith and Scott DuBois
Kimberly Duffel
Deborah and David Durant
John and Deanna Edwards
Amber Felisko
Rebecca Fenn
Julian Ferris, M.D.
Erica Finnegan
Elisabeth Fontaine, M.D.
Brenda Forand
Jodi Forward, M.D.
and William Butler
Sara and Jon Frail
Michelle Frank
Stephanie and Corey Fregeau
Jodi and James Frei
Jun Fu
Anna Gabaree
Thomas Gallagher
Priscilla Galloway
Christine Galuszka
Elizabeth and Ted Gamache
Shari Swainbank and Phil Gerbode
David P. Gervais
Christi Giroux
G. Mary Gladden
David C. and Nilda Gonnella-French
Cassie H. Gordon
Kimberley Goss
Leon and Amy Graves
Monica and Craig Greene
Christopher and Susan Grimes
Carol Groening
William and Mary Groff
Nick and Faith Hadden
Amie Hakey
Jolie and Kelly Haley
RADM Warren and Mrs. Barbara Hamm
David and Jeffrey Handy
John and Lisa Hango
Janet and Pat Havrilko
Cintra Hazen
Harold and Sally Hebert
Samuel Hellman
Christopher and Carol Hickey
Amanda and Jason Hill

William and Jean Hobkirk
Courtney Hodet and Duane Owen II
Ken and Judy Holzscheiter
Bridget Howrigan Rivet
and Gerald Rivet
Thomas and Barbara Hungerford
Joyce and Ramon Hunt
The Hurteau Family
Shirley Jacobs
Robert and Diane (Leach) Janelli
C. Quentin Janes
M. Hayden Janes
Mavis Bashaw Janes, R.N.
Sarah Jemley
John and Paula Johnson
Nicole and David Johnson
Paula Kane, Atty.
and Greg Pierce, P.E.
Ken and Joan Kaye
Melissa Keelty
Dr. Rajvinder Khela
Ted and Karen Kissane
Karen Keller
Michael Kennedy, M.D.
Norma Kimball
Nathan and Jessica King
Karlinda King
Kevin King
F. JoAnne Kittell
Sally Krupp
Marc Kutler
Katharine and Kevin Laddison
Laura Lang
Donald Lange
Brittany LaPan
Erin LaRocque
James Larose
Susan Lawlor
Michelle and Robert Lawrence
Wendy Lawrence
Regina LeClair
Michelle and Benjamin LeClair
Deeanna Lefluer
Donald and Jan LeGrand
Paula Denise and John Lescure
Deb and Steve Loughlin

Jean M. Lowe Trust
 Erin Lowell
 Tina Machia
 Elaine and Matthew Magnan
 JoAnn and Michael Manahan
 Kevin and Margaret Manahan
 Linda Martell
 Helen Maskell
 Sandy and Rick Mayotte
 Janet and Michael McCarthy
 Daniel McCoy
 Alan and Dale McFeeters
 Mark and Martha McGinn
 Danielle McLaughlin
 Brendan and Kim McMahon
 Jackie McNall
 Peggy Meunier
 John Minadeo, M.D.
 Donald and Stephanie Miner
 Katie Montagne, M.D.
 Charlie & Sheri Moore
 Jeffrey and Heather Moreau
 Don Mueller
 Dr. and Mrs. Joseph Nasca
 Jonathan and Lisa Newhard
 Paul and Kristen Newton
 John and Helen Newton
 Sarah Nielsen
 William and Susan O'Connor
 Sandra O'Sullivan Smith
 and Jeffrey Smith
 Jolene O'Connell
 Linda and Michael Olmstead
 Tami-Josée Ordway
 Amy Ovitt
 Richard and Bonnie Paquette
 Burton A. Paquin, Sr.
 Jenny Paradee
 Miller B. Pearsall
 Bradley Peduzzi
 Clifford and Christine Peebles
 Dean and Mary Pelkey
 Dorothy Perkins
 Cindy Perry
 Catherine Peters
 Mary Pigeon
 Jamie and Nathan Pinkham
 Brittany Place
 Melissa and Timothy Poirier
 Sherry and Steve Pontbriand
 Paul Poquette Family
 Danielle Pothier
 David and Betty Powell

Rob Prim
 Amy and Joseph Putnam
 Kelly Quilliam
 Peter and Patricia Rath
 Elizabeth Ratta
 The Ravlin Family
 Sandra Raymond
 Karen Reed
 Prescott Reiner
 Chris and Bonnie Reinfurt
 NMC Restaurant and Catering 2016
 Kathleen Riley
 Lara Robtoy
 Donna Roby
 Karyn Rocheleau
 Louise Rocheleau
 James B. and Maris S. Rock
 Kelly Ross
 Melissa Royer
 Jeanne Royer
 Keirsten Russell
 Gary and Cindy Rutkowski
 Toby Sadkin, M.D. and Dale Hohm
 Jennifer Savage
 Patricia Joy Schekter
 Ross Schifo
 Marietta Scholten, MD and Stephen
 Payne, MD
 Dr. Edward Schumer, D.M.D.
 Pamela Scott
 Christine Sears
 Meagan Shine
 Don and Pam Shook
 Gregory Silvestri
 David N. Simcoe D.O.
 and Eva Simcoe
 Ted Sirotta
 Carolyn and Patrick Slattery
 Dr. Wayne and Mrs. Jodi Smith
 Nila Spaulding
 Kimberlee Spaulding
 Marie Speer
 Karen and Peter Staniels
 Sarah and Allen Sterling
 Christina and David Stetson
 Dr. Lowrey Sullivan
 and Karin Sullivan
 Robert and Valerie Sullivan
 Thomas Suppan, M.D.
 Patrick and Sarah Talcott
 Jocelyn Tedford
 Lindsay and Roger Thieken
 Caitlin and Matthew Thiel

Sally Thomas
 Scott Thompson
 Adam and Heidi Thompson
 Lester and Lori Thompson
 Deb and Rick Timmerman
 Deborah Tipper
 James and Jill Torrey
 Heather Tremblay
 Suzanne Tremblay
 Heather Tynon
 Timothy and Lynn Vallee
 Stetson and Erin Ward
 Wendy and Alexander Watson
 Lisa Anne Weaver
 Diane Weishaar
 Suzan White, D.O.
 Michelle and Dave Wilcox
 Katherine and David Winchester
 Mary Woodhouse, MD
 and Richard Costanza
 Naomi Wright
 Dr. and Mrs. Harold Taylor Yates, Jr.
 Ginette Young
 Jonathan and Kimberlee Zehnacker
 Robert and Sandra Zelazo
 Frank and Judy Zsoldos

Organizations

Anonymous (1)
 A.N. Deringer, Inc.
 Ben & Jerry's
 Bernstein Private Wealth Management
 and Darius Sidebotham
 Berry Dunn
 Blue Cross Blue Shield
 Casella Waste Management of NY, Inc.
 Coldwell Banker Hickok
 & Boardman Realty
 Connor Roberts Memorial Fund
 Cross Consulting Engineers PC
 E4H - MorrisSwitzer -
 Environments for Health
 Elks Lodge 1566
 Franklin County Industrial
 Development Corporation
 Hannaford Food & Pharmacy
 Hickok and Boardman
 Holy Trinity Episcopal Church
 Hudson Headwaters Health Network
 Husky Injection Molding Systems, LTD
 JC Image
 Jim Bashaw Foundation

Marine Corps League
 Members Powered by Just Give
 Mindray
 Missisquoi Lodge No. 9 -
 Richford Masons
 NFP Property and
 Casualty Services, Inc.
 Northeast Financial Services, Inc.
 Northwestern Counseling
 & Support Services
 Northwestern Medical
 Center Auxiliary
 Northwestern Medical Center Family
 PC Construction
 Peerless Clothing
 Peoples Trust Co.
 People's United Bank
 Primmer
 Rail City Information Systems, Inc.
 St. Albans American Legion
 and Auxiliary
 Sheldon American Legion
 Superior Technical Ceramics
 The Tyler Place
 St. Albans Cooperative Creamery, Inc.
 St. Albans Veterans of Foreign Wars
 and Auxiliary
 Vietnam Veterans and Auxiliary
 Vermont Precision Tools, Inc.

Tributes

In Memory of Jim Bashaw
 In Memory of Wayne
 and Betty Bourgeois
 In Memory of Cecile and James Cioffi
 In Honor of William C. Cioffi
 In Memory of William
 and Lora Dougherty
 In Memory of Larry
 and Lorraine Handy
 In Memory of Patty Holland
 In Honor of Bernard
 and Margaret Moreau
 In Honor of Karen Mulheron
 In Memory of Dr. Walter
 and Florence Rath
 In Memory of Connor Roberts
 In Honor of Gladys Rocheleau, NP
 In Honor of Ashley Bernadette
 and Grant Robert Simard
 In Loving Memory of
 Roberta J. Voegele
 In Memory of Ruth M. White

Please Note: This list reflects commitments made prior to and during Fiscal Year 2016.



NMC's Building for the Future Takes Shape

NMC's campus has been a hive of construction activity as our Master Facility Plan expansions take shape. NMC broke ground on the \$32 million expansion in May with Governor Peter Shumlin giving the hospital high praise at the well-attended ceremony on NMC's front lawn.

As soon as the ceremonial shovels were put away, construction began in earnest with sitework at the back of campus re-configuring the loop of Crest Road to allow for the expansion of the inpatient unit.

In June, NMC relocated two practices from the front of campus into Doctors Office Commons to get ready to demolish their former space and make way for the new Medical Clinics Building. In July, the front entrance was closed for lobby renovations and patients and visitors began using the Conference Center doors to access hospital services.

Throughout the summer months, the footprints and skeletons of the new buildings began to take shape as foundations were poured and steel framework was erected. This exciting and fast-moving construction brings four areas of major improvements:

- A renovated main entrance
- Private rooms for NMC's patients in an expanded and renovated wing
- A new building housing specialty medical clinics
- A new building bringing Urgent Care, Primary Care and Orthopaedics to the front of campus, under one roof.

NMC will finish 2016 with a major construction milestone, re-opening the renovated front entrance to the public in December. The rest of the construction continues in 2017, with final completion by year's end. Below is a rough timeline of the milestone dates for 2017:

- **March 2017:** Med-Surg / ICU Inpatient Unit Expansion Opens
- **April 2017:** New Medical Clinics Building Opens
- **June 2017:** Medical Office Building Opens
- **October 2017:** Renovated Med-Surg Space Opens, fully opening the combined space.

Providing *Support*



Alana Dion & Heather Brigham
Breast Cancer Survivors
with Chelsea Mulheron, RN, center

Breast Cancer Navigator Supports Area Women

Heather Brigham and Alana Dion began their fight against breast cancer after their annual mammogram screenings revealed they needed to return for more testing.

Fortunately, Brigham and Dion connected with NMC's Breast Care Nurse Navigator, Chelsea Mulheron. She was with them every step of the way, from that first phone call, through more screenings, radiologist appointments and biopsy procedures to coordination with primary care doctors, oncology consultations, surgeries, chemotherapy, and rehab.

Upon meeting Mulheron, both women were instantly comforted by the positive encouragement and loyal dedication she provided, and continued to deliver, through all the physical and emotional stages of cancer.

"It just makes it easier to get through—knowing there's someone there taking care of it all and you don't have to boggle your mind about it," said Brigham. A large part of

Mulheron's job is to make the whole process easier for patients so they can concentrate on what's important—taking care of themselves, figuring out how to change their routines (for Brigham, it was farming, and for Dion, running a daycare) and staying strong and positive. As Brigham states, you have to keep living your life despite a diagnosis (and the side effects, such as hair loss, that come along). Dion added of the whole experience, "I truly feel I've had an angel on my shoulder. And," she said, pointing to Mulheron, "now I have an angel here."

It is a proud moment when Mulheron hears that both women spoke candidly, and bravely, about breast cancer. She knows 'this is a disaster in someone's world' and is honored to be a support mechanism to each individual breast cancer patient, making certain they know she's going to help them through.

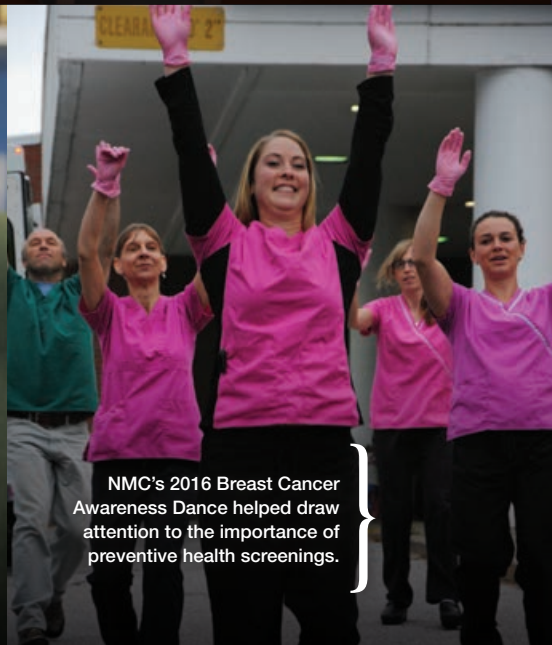
Our Year *In Photos...*



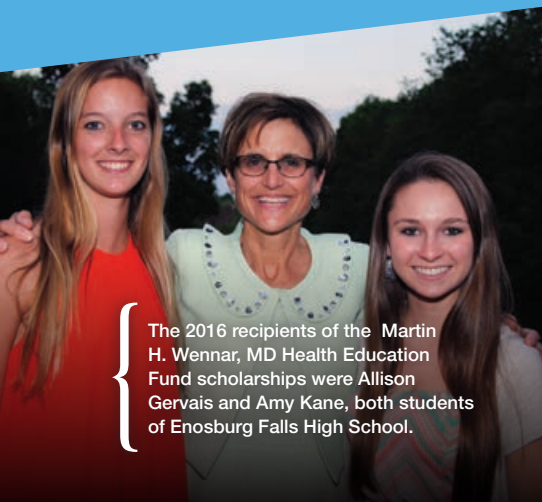
Northwestern Dermatology celebrated its 2016 opening at an open house in January 2016. }



{ Dr. Deanne Haag is one of the former Mousetrapp Pediatrics providers now a part of Northwestern Pediatrics. }



{ NMC's 2016 Breast Cancer Awareness Dance helped draw attention to the importance of preventive health screenings. }



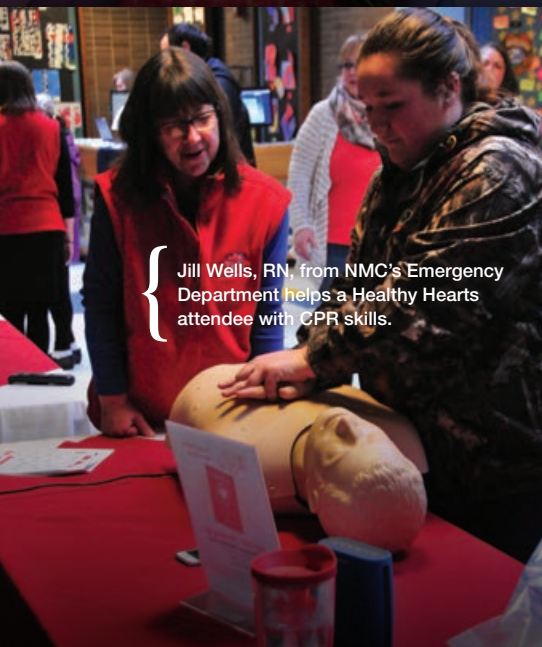
The 2016 recipients of the Martin H. Wennar, MD Health Education Fund scholarships were Allison Gervais and Amy Kane, both students of Enosburg Falls High School.



Cassie Gordon (center) was one of the longest term honorees at NMC's 2016. Employee Recognition Banquet. Cassie has been with NMC for 45 years.



The 2016 Employee Awards Banquet was held in June and employees at milestone years from 5 to 45 were honored as part of the evening's celebration. Staff at the greatest number of years are honored at the banquet. Left: JoAnn Manahan (40 years), Center: Ginette Young, (45 years) and Right: Donna Boudreau (45 years)



Jill Wells, RN, from NMC's Emergency Department helps a Healthy Hearts attendee with CPR skills.

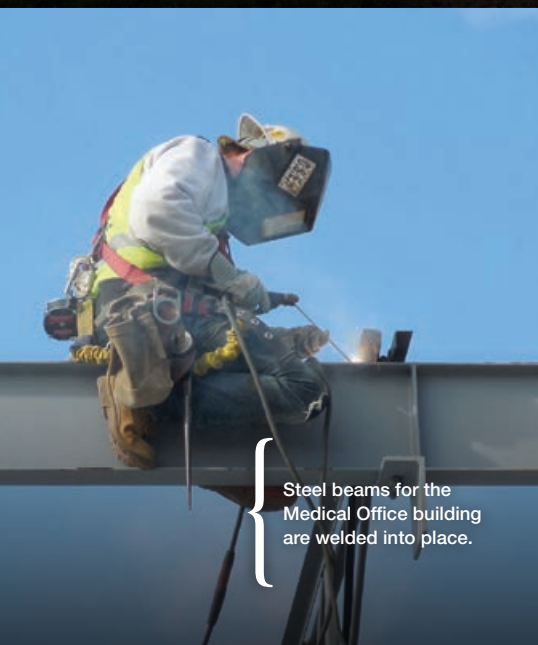


Active fun was a big part of Healthy Hearts on the Move event put on by NMC in February 2016, with help this year from NCSS!

Our Year *In Photos...*



NMC leaders, medical staff and staff members gathered for the ground-breaking ceremony in May 2016, officially kicking off the Master Facility Plan construction.



Steel beams for the Medical Office building are welded into place.



Construction crews work on the foundation for the Medical Office Building. NMC's Master Facility Plan sets a similarly strong foundation for the hospital moving into the future.



NMC's golfers enjoyed the Community Partners Classic golf tournament, a collaboration between the hospital, NCSS and the United Way of Northwest Vermont.



NMC'ers carefully construct a piece of Rangoli artwork during Hospital Week activities that encouraged staff to renew, relax and recharge.



NMC once again sponsored the Little Lake Monsters Community All Stars team, providing a day in the life of a Vermont Lake Monster to area kids who stand out in community service, healthy lifestyles and sportsmanship.

Financial Report

	Actual 2015	Projected Actual 2016	Budget 2017
Patient Services Revenue	189,838,821	183,964,101	189,248,227
Less Subsidies to MCR and MCD	66,626,825	59,925,743	62,138,938
Less Other Contractuals	21,231,988	21,319,582	22,591,749
Less Free Care	1,270,121	1,292,667	1,355,047
Less Provision for Bad Debt	4,119,971	3,031,340	3,020,833
Net Patient Revenue	96,589,916	98,394,769	100,141,660
Other Operating Revenue	5,478,686	5,853,874	5,629,846
Total Revenue and Other Support	102,068,602	104,248,643	105,771,506
Salary and Wages	41,572,760	47,999,821	50,204,270
Employee Benefits	10,421,069	11,047,525	11,409,862
Supplies	11,538,299	12,829,619	11,840,646
Contracted Services	13,510,498	12,885,725	13,432,337
Other Operating Expense	5,973,323	6,555,373	6,609,608
Medicaid Tax	4,352,540	4,316,651	3,917,153
Depreciation	4,363,761	4,511,043	4,676,645
Interest & Amortization	515,511	607,965	506,994
Total Expenses	92,247,761	100,753,722	102,597,515
Income from Operations	9,820,841	3,494,921	3,173,991
Net Investment Income	(1,846,510)	3,070,951	(46,486)
Other	224,384	165,878	611,389
Total Non-Operating Income	(1,622,126)	3,236,829	564,903
Excess of Revenue and Other Support Over Expenses	8,198,715	6,731,750	3,738,894
Admissions	2,467	2,581	2,630
Total Patient Days	7,676	7,558	8,152
Average Length of Stay	3.11	2.93	3.10
Emergency Department Visits	25,937	27,245	27,358
Births	438	369	410
Surgeries	2,955	2,905	2,836
Outpatient Diagnostic Imaging Procedures	47,571	46,218	46,605
Outpatient Laboratory Tests	309,474	321,210	334,922
Medicare/Medicaid % of Patient Revenue	59.50%	59.60%	59.30%
Days in Accounts Payable	61.6	50.5	34.7
Days in Accounts Receivable	39.8	36.6	32.1
Age of Plant (Years)	9.9	10.6	11.1

Restoring *Mobility*

A photograph of Jackie Willey, a woman with dark curly hair and glasses, smiling and holding up a black sequined garment. She is in a shop filled with various items, including colorful fabrics and finished goods. The background shows shelves and racks of clothing.

Jackie Willey }
NMC Rehab Services Patient

Northwestern Physical Therapy: Crafting a Healthy Solution

Jackie Willey is thrilled to be back in pain-free action following a shoulder surgery and physical therapy to correct an injury that kept her away from her work and her passion: hand-made clothing, blankets, gifts and crafts.

Willey, who owns the Craft Nook in Cambridge, sits behind her sewing machine as the needle hums its way through a bolt of cloth. Until recently, her rotator cuff injury made work in her shop a difficult and painful experience.

She spent two years in pain. She couldn't lift her arm up, couldn't place merchandise onto high shelves, had trouble getting dressed and even cut her long hair so that washing and styling it was easier.

Her surgery early this year went well, but credits her quick recovery to the physical therapy she gets from Sarah Nielsen, of Northwestern Physical Therapy.

"Sarah has helped me like you would not believe," Willey said. At her first visit to her doctor following the surgery, he was amazed at her progress, she said. She is excited to go back again and show him how far she's gotten in just a few months.

Willey said the physical therapy sessions are so effective because Nielsen takes the time to develop a plan of exercises that fit her needs, and work well for her. She said that Nielsen makes it simple, highlighting handy printouts for Willey to reference when she's exercising at home, and checking on her form and her progress at each in-clinic session. Nielsen is also friendly, approachable and supportive, making the program something Willey is eager to work on.

Willey's store is filled with brightly-colored American Doll clothing, blankets, handbags, toys, gifts, and many more hand-made, one-of-a-kind creations

Demonstrating her work around the shop, Willey can't contain her excitement at the simple action of raising her arms overhead, reaching for a clothes hanger, and running her sewing machine. "I'm doing really well," she said. Although she knows a full recovery can take up to a year, the frustrating limitations she dealt with are behind her, and she looks forward to sewing up the rest of her recovery.

Incorporators

The NMC Incorporators is a group of up to 150 local residents from throughout northwestern Vermont who serve as a formal connection between the hospital and the community we serve. The Incorporators meet twice a year, in May and November, to conduct their business. Below is a list of the 2016 Incorporators.

Alburgh

Monica Greene
Molly Stata Comeau

Bakersfield

Samuel Ruggiano

Burlington

Jeff Moreau

E. Fairfield

Dana Kittell

Enosburg

Lorne Babb, MD
Vaughn Comeau
Clement Gervais
John Hango
Celeste Kane Stebbins
Peter Perley
Penny Wright

Essex

John Minadeo, MD

Fairfax

Bob Bessette
Nicholas Hadden
Ralph McNall
Thomas Traber
Daniel Vanslette

Fairfield

Grace Dickinson-Branon, DMD
Richard Freeser
Bridget Howrigan Rivet
William Roberts, MD
John Schreindorfer
Patrick Talcott
Albert Tetreault

Fletcher

Melisande Mayotte

Franklin

Bryant Reynolds
Paula Tremblay

Georgia

George Bilodeau
William Greenwood
Joe Nasca, MD
Lynn Vallee

Hyde Park

Howard Van Benthuyssen

Highgate Center

Nancy Fiske
Keith Ploof
Sylvia Ploof

Highgate Springs

Edward Tyler III
Hector Hill

Isle LaMotte

William Howland
Stephen Stata

Jericho

Ned Kirsch

Montgomery

Kevin Scheffler

Richford

Hayden Janes
Pamela Parsons
Albert Perry
Marcia Perry
Heather Skilling, VMD

Shelburne

Hibbard Doe

Sheldon

Bradley Gabree
Albert Severy
Sally Severy

So. Burlington

Uwe Goehlert, MD
Joe Halko

So. Hero

Dawn Bugbee
Michelle Lawrence

St. Albans City

Janis Appel
Mary Bates
John Casavant
Sandra Chagnon
Bill Cioffi*
Michael Corrigan, MD
David DeBellis
Christopher Dermody
Lynn Desautels
Richard Dickinson, MD
David Ducham
Esther Fitzgerald
Nilda Gonnella French
Elizabeth Gamache
Raymond "Rett" Heald
Gerald Herrera
Jacqui Hood
Madeline Howard
Paula Kane
Kathleen Keenan
JoAnn Manahan
James Manahan II
Janet McCarthy
Mike McCarthy
Charlie Moore
Donna Roby
Tim Smith
Sarah Sterling
Kathy Tabor
James Walsh

St. Albans Town

Robert Beattie, MD
Bernie Boudreau
Steve Broer, Psy.D
Jacqueline Brosseau Cyr
Lawrence Bruce
Peter Burke, MD
Jane Catton
Phillip Condon
Thomas Gallagher
Peter Garceau
Molly Grismore
Christina Hamel
Brian Honsinger
Shirley Jacobs
Jeffrey Levesque
Sally Lindberg
Carol Livingston
Kevin Manahan
William Nihan
Stephen Payne, MD
Peter Rath
Marietta Scholten, MD
Frank Zsoldos, MD

Swanton

Judy Ashley
Michael Barnum, MD
Reg Beliveau
Leon Berthiaume
David Charbonneau
Paul Clark
Swanton Cont'd
Molly Lambert
Steven Marshall
Margaret Moreau
William O'Connor

Swanton Village

Donald Collins
John Edwards
Elaina Fontes

Westford

Jacob Holzscheiter

Williston

Susie Posner Jones



Dr. Frank and Judy Zsoldos

Honoring Community Service

Dr. Frank and Judy Zsoldos were given this year's NMC Community Service award for their nearly 40 years of kind caring and humble commitment to the local community.

The couple accepted a cut-glass maple leaf shaped award at a meeting of the Board of Incorporators in May. The award presentation reflected on the Zsoldos' community medical practice, their volunteer work and their passion for the community.

The Zoldos' are the fourth recipient of the NMC Community Service award, which was established by NMC's Board of Directors to recognize an individual or organization residing in Franklin or Grand Isle Counties who exhibits enthusiasm, integrity, and perseverance beyond the ordinary to help fellow citizens and the community through selfless giving to improve the overall health of the community—be it money, talent, or time. Previous honorees include the late Dr. Thomas Howrigan of Fairfield, Marcia Perry of Richford and Helene Biggie of St. Albans.



Frank and Judy Zsoldos perform in the 2016 Cardiac Capers show.

*Bill Cioffi passed away this year, and NMC offers its condolences to his family.



The NMC Board of Directors (Left to Right): John Casavant, CEO Jill Berry Bowen, Nick Hadden, Treasurer Michelle Lawrence, President Kevin Manahan, Dawn Bugbee, Lorne Babb, MD *Front Row:* Marietta Scholten, MD, William O'Connor, Secretary Janet McCarthy, Vice President Leon Berthiaume, Paula Kane

NMC's Board of Directors

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

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

Treasurer: Michelle Lawrence, of South Hero. Mrs. Lawrence is a CPA with Concept Partners Alliance, LLC.

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

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

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

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

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

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

William O'Connor, Jr, of Swanton. Mr. O'Connor is the Chief Operation Officer for the Food Science Corporation.

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

President of the Medical Staff: Michael Kennedy, MD, of St. Albans.

Dr. Kennedy is a surgeon with Northwestern Medical Surgical Associates.

NMC's Leadership Team

Jill Berry Bowen, Chief Executive Officer

Chris Hickey, Senior Vice President and Chief Financial Officer

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

Lowrey Sullivan, MD Chief Medical Officer

Joel Benware, Vice President,
Information Systems & Compliance

Jonathan Billings, Vice President,
Planning & Community Relations

Tom Conley, Vice President,
Human Resources & Organizational Development

Amy Putnam, Vice President, Physician Services

NMC Medical Executive Committee

Michael Kennedy, MD, President/Chair

Thomas Harrison, MD, Vice President

R. "Donny" Khela, MD, Chief, Secretary

Aaron Brillhart, MD, Chief of Emergency Service

Julian Ferris, MD – Chief, Inpatient Medicine Service

Toby Sadkin, MD – Chief, Outpatient Medicine Service

Stacy Strouse, MD, Chief of Pediatric Service

Mary Woodhouse, MD, Chief of Surgical Service

John Mindaeo, MD, Immediate Past President

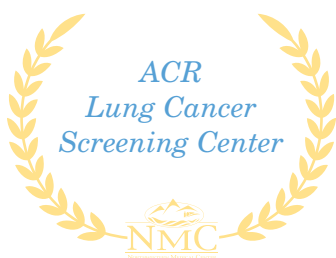
Jill Berry Bowen, CEO

Jane Catton, COO, CNO

L. Lowrey Sullivan, MD, CMO



{ National Recognition } *we do that here.*



More than ever before, NMC is setting a high bar for the exceptional care we deliver. This year, our hospital was honored for achieving outstanding results in many areas, including recognition for Excellence in Leadership from Quorum Health Resources and an Avatar Award for Exceeding Expectations. Our outstanding care for babies in our community earned our hospital the prestigious Baby-Friendly status, as well as Blue Distinction Plus Honors. Our technological excellence meant NMC was tagged a "Most Wired" Hospital for 2016. NMC's financial team helped the hospital earn a LEAP award recognizing outstanding performance in finance and strategy. And the American College of Radiology designated NMC's Diagnostic Imaging department a Lung Cancer Screening Center. All these accolades highlight NMC's relentless pursuit of excellence. We strive every day to create a quiet healing environment, with top-notch care delivered with compassion by our talented team. Kudos to that team for bringing home these honors, and heartfelt thanks to our patients who choose NMC for their care.



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St. Albans, VT 05478
802.524.5911

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