

# NMC FY2014 Annual Report

*featuring a 2015 Calendar*

{ Reflection } *we do that here.*



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

## A Letter to Our Community

Welcome to Northwestern Medical Center's Annual Report for our 2014 Fiscal Year, formatted this year as a 2015 calendar featuring beautiful local images donated by David Juare, Emerson Lynn, Stina Booth, Jeremy Read and Elodie Reed. We appreciate their talent and generosity! FY'14 was an exciting year as our efforts to improve took many forms: strengthened services, expanded partnerships, improved quality, cost containment, and more.

Our efforts to reduce avoidable visits to our Emergency Department save patients and Vermont's healthcare system money by ensuring the right care is provided in the right setting - be that in Primary Care, at a Mental Health provider, a dentist, or one of our urgent care centers. Northwestern Urgent Care's new location in Cobblestone on NMC's campus, and our well-established urgent care center on Route 7 in Georgia, provide convenient access to non-emergent care when a patient's Primary Care provider is not available. Through the Vermont Blueprint for Health, the Accountable Care Organizations, and other initiatives, we are working with Primary Care providers throughout our community to improve access and care. Your relationship with a Primary Care provider helps prevent health concerns, and means when they do occur, they are more likely to be identified early and treated before they become even more serious and costly.

Additional notables from FY'14 include: online access to electronic health record through our new patient portal; partnership with Fletcher Allen Health Care to establish Northwestern Urology Services; the launch of "Healthy Beginnings," a new evidence-based approach to prenatal care at Northwestern OB/GYN; plans to engage our community in better health through RISE VT, a collaborative effort of the Community Committee on Healthy Lifestyles;

technology enhancements in NMC's Surgical Suite; and the launch of our "Aspire" and "Journey" programs to further the professional development of our employees. Our team of more than 700 employees and more than 100 medical staff members has worked tirelessly in pursuit of our mission to provide exceptional care. They each have our sincere thanks for an outstanding year.

As FY'15 opens, NMC is preparing Certificate of Need applications to better align our facilities with our future through two major projects. The first will convert our inpatient Medical/Surgical and Intensive Care rooms to all private beds; centralize hospital registration; and establish appropriate space for NMC's growing Medical Cardiology, Pulmonology, OB/GYN, and Medical Clinic services. The second, an attached Medical Office Building, will improve access to Primary Care, Orthopaedics, and other services at the front of our campus. As medicine advances and healthcare reform unfolds, we must adapt our healing environment. Fortunately, our Board has positioned NMC to keep pace with the changing needs of our community. You will hear more about these exciting projects as they progress.

Quality, adaptation, system improvement, and value are strong strategic themes at NMC as we look to the future. We are reaching beyond our walls, perhaps more than ever before, to work with our community partners and Medical Staff to create an accountable community of care. Our focus is on maximizing the value equation of higher quality and lower cost. Doing so through prevention, efficiency, partnership, and innovation will ensure a healthy future for NMC and our community. Thank you for your continued support of local healthcare.

Sincerely,

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  
Chief Executive Officer

Ted Sirotta  
Senior Vice President,  
Chief Financial Officer

Jane Catton  
Senior Vice President,  
Chief Operating Officer

Joel Benware  
Vice President, Information  
Systems & Compliance

Jonathan Billings  
Vice President, Planning  
& Community Relations

Diane Leach  
Vice President, Quality  
& Medical Staff Services

Lowrey Sullivan, MD  
Chief Medical Officer

Joy Sylvester  
Vice President, Human Resources  
& Organizational Development

### NMC's Medical Executive Committee:

John Minadeo, MD  
President/Chair of MEC

Olga Lopatina, MD  
Vice President

Max Bayard, MD  
Secretary & Chief, Medicine Service

Sarah Serafini, MD  
Chief, Emergency Service

Joseph Nasca, MD  
Chief, Pediatric Service

Gregory Brophey, MD  
Chief, Surgical Service

David Groening, DPM  
Immediate Past President

### 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

Paul Clark, of St. Albans  
Past President

Leon Berthiaume, of Swanton

Paula Kane, Esq., of St. Albans

Michelle Lawrence, CPA, of South Hero

Janet McCarthy, 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

Our heartfelt thanks to the local photographers who made this calendar possible. All the pictures are from northwestern Vermont and are another wonderful reflection of not just the scenic splendor of our area, but also of the depth of talent in our community.

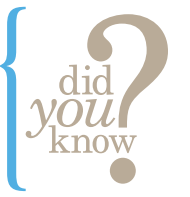
Thanks to: Stina Booth, David Juare, Emerson Lynn, Jeremy Read, and Elodie Reed



Photo Credit: David Juare

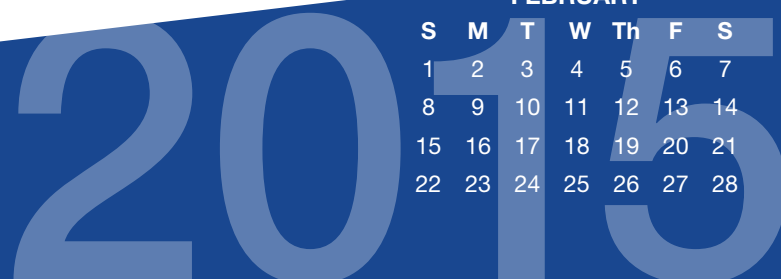
**Community Health Priority: Smoking**

Quitting tobacco use is one of the healthiest New Year's Resolutions you can make. Support, patches, gum or lozenges are available for free to all Vermonters. To learn more, talk to your Primary Care provider, contact NMC's Lifestyle Medicine Department at (802) 524-8480, visit [802quits.org](http://802quits.org), or dial 1-800-QUIT-NOW.



# JANUARY

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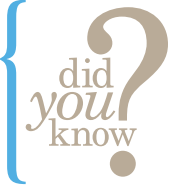
FEBRUARY

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Photo Credit: David Juare

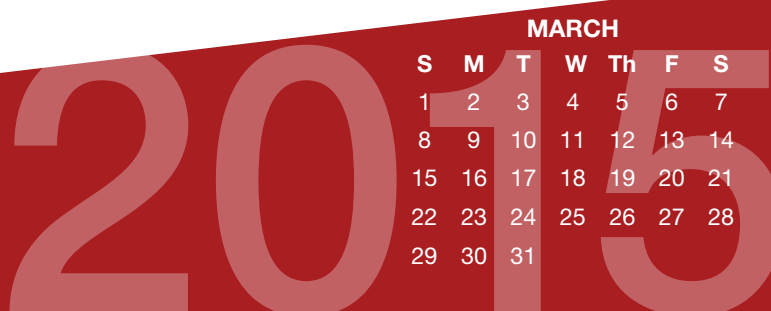
**Community Health Priority:  
Coronary Heart Disease**



Improving your heart health can reduce your chances for serious health issues. It 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 or Northwestern Cardiology Services at (802) 524-8909, or visit [www.heart.org](http://www.heart.org) online, or dial 211 to reach the United Way's Vermont 211 information service.

# FEBRUARY

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**MARCH**

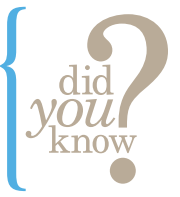
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Photo Credit: Stina Booth

**Community Health Priority:  
Access / Availability to Healthcare & Physicians**

A relationship with a Primary Care provider is a vital part of good health as prevention, early detection, and appropriate treatment can make all the difference. 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](http://www.northwestern.org/find-provider)**.



# MARCH

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2015

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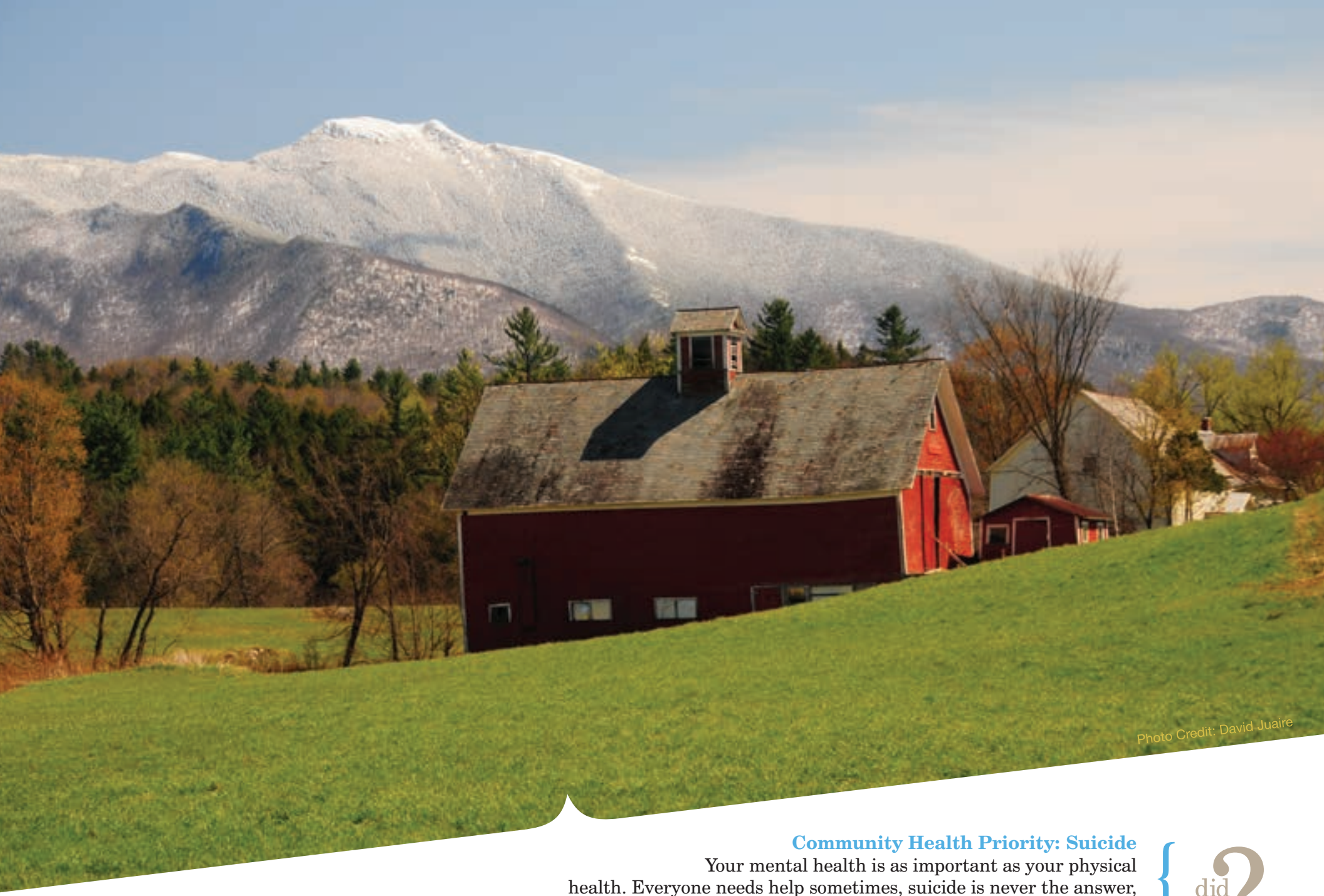
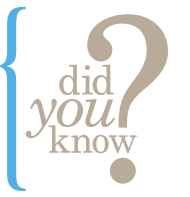


Photo Credit: David Juare

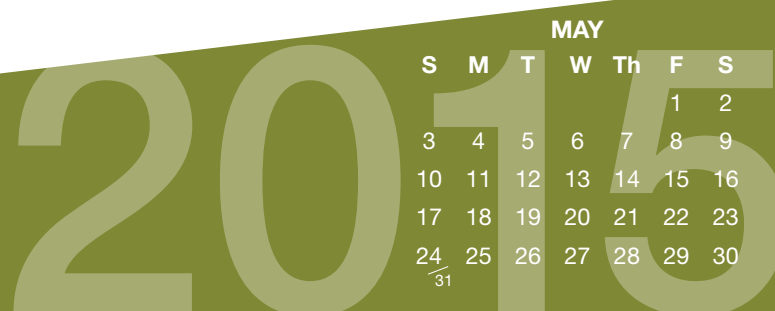
**Community Health Priority: Suicide**

Your mental health is as important as your physical health. Everyone needs help sometimes, suicide is never the answer, and help is available. To learn more, talk to your Primary Care provider, contact Northwestern Counseling & Support Services at **(802) 524-6554**, visit **mentalhealth.vermont.gov** online, or **dial 211** to reach the United Way's Vermont 211 information service.



# APRIL

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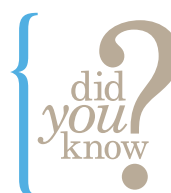
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Photo Credit: David Juare

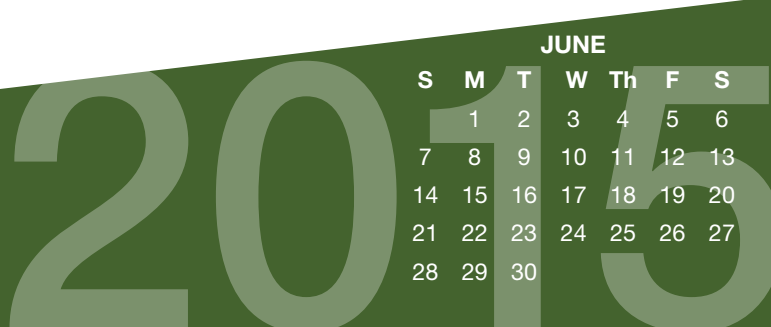
**Community Health Priorities:  
Health Insurance / Uninsured**

Vermont Health Connect provides information on accessing health insurance for individual Vermonters and small businesses. Navigators are available to assist you, free of charge. To learn more, call the Navigator at NOTCH at **(802) 255-5573**, visit **info.healthconnect.vermont.gov** online, or **dial 211** to reach the United Way's Vermont 211 information service.



# MAY

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JUNE

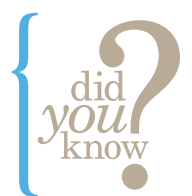
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Photo Credit: Stina Booth

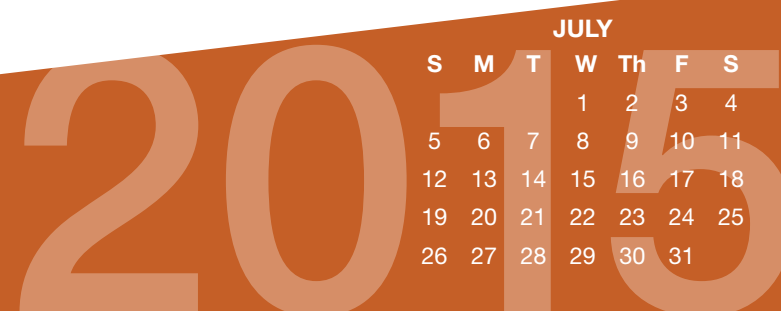
**Community Health  
Priorities: Cancer**

Colorectal cancer is nothing to be ignored. Regular screening, such as colonoscopies if you are over 50, can help prevent it by identifying polyps before they become cancerous. Early detection helps save lives. To learn more, talk to your Primary Care provider, contact the American Cancer Society at **(802) 872-6300**, visit [www.cancer.org/cancer/colonandrectumcancer](http://www.cancer.org/cancer/colonandrectumcancer) online, or **dial 211** to reach the United Way's Vermont 211 information service.



# JUNE

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					Community Partners Classic Golf Tournament	
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JULY

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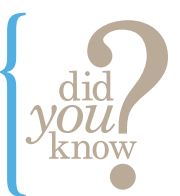




Photo Credit: David Juare

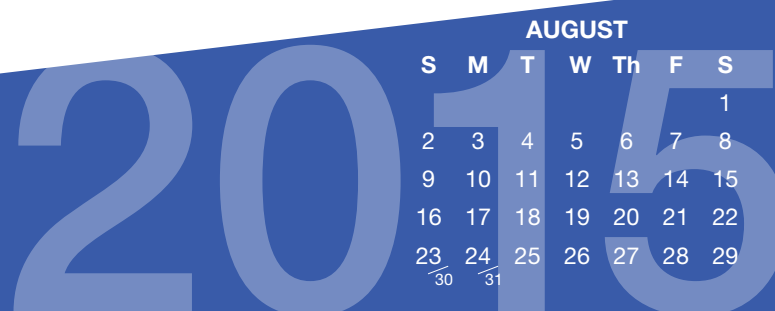
**Community Health Priorities:  
Mental Health & Substance Abuse**

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](http://medicineabuseproject.org) online, or **dial 211** to reach the United Way's Vermont 211 information service.



# JULY

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AUGUST

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# Advancing Philanthropy

*we do that here*

At NMC we're proud of our nurses, physicians and Advanced Practice providers, administrative staff, health care professionals and volunteers who work tirelessly to provide high-quality care to all. You can show your support and community pride by making a gift to the NMC Community Fund, which ensures access to exceptional care, enhanced wellness programs and enriched education to expand the expertise of our staff. To designate your gift to a specific purpose or for more information about giving to NMC, please contact our Office of Development.

## LEGACY CIRCLE

of NORTHWESTERN MEDICAL CENTER

In 2014, we launched the Legacy Circle as a way to honor and recognize individuals who have included Northwestern Medical Center in their estate plans. Planned giving is an effective way to leave a legacy at an organization that is meaningful and impactful. The motivation to give a legacy gift comes from many places, among them an inspired moment, an attachment to the cause and the understanding of the potential impact. For others, it is simply the desire to help, and the understanding that supporting NMC offers a wide reach of care. For more information about the Legacy Circle, please contact our Office of Development.

### Office of Development

Jeff Moreau at 802-524-8467 or e-mail him at [jmoreau@nmcinc.org](mailto:jmoreau@nmcinc.org)

## Gifts from Our Community

The following is a list of individuals and organizations who made donations to one of NMC's funds. The funds supported by these generous people include the Child Remembrance Program, 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 Sowles Free Care Fund and the NMC Community Fund.

### Individuals

Anonymous  
Dorothy Aitchison  
Brian & Kristin Bellicot  
Richard C. Blum  
John & Claudette Bostwick  
Richard & Nancy Bouffard  
Alan & Sally Brown  
William Cain  
Phillips Champion  
Sandra Chicoine  
Brian & Susan Davis  
Roy & Shirley Davis  
Terry & Diane Doe  
Wendi Dusablon  
Henry & Linda Fil  
James & Esther Fitzgerald  
Lynn Fitzgerald  
Robert & Susan Garrow  
Andrew & Julie Geremski  
Michael & Kathleen Gingras  
Warren & Sandra Giroux  
Richard & Elizabeth Hakey  
Roy & Margaret Hango  
Jim & Susan Holland  
Kenneth & Judy Holzscheiter  
George & Eugenia Hubbard  
Lynville Jarvis  
Kathleen C. Keenan  
Steven & Margaret King  
Maxine Lumbr  
Sally Lussier  
David R. & Gail MacCallum  
Rachel Martel  
Sandra & Donald Martin  
Gale & Denise Messier

Floyd Moodie  
Jeffrey & Heather Moreau  
Katelynn Moreau  
Margaret Moreau  
Nettie Morel  
Dawn Moss  
Gerald & Lisa Myers  
Dina Neiman  
Jamie & Robert Partlow  
Kathleen & Michael Piotrowski  
Cynthia & Philip Playful  
Patricia Rainville  
Donna Roby  
Judy Scott & Michel Brosseau  
Carolyn Sechman & Merritt Singleton  
Shirley A. & Edward Sturgeon  
William & Lorraine Thompson  
Beth Wennar  
Jean Marie White  
Edmund J. & Jeannine Winn  
Bob & Lauren Young

### Organizations

Bellows Free Academy Athletics  
BFA Boosters  
BFA & MVU Powderpuff Football Teams  
City of Saint Albans  
Champlain Chevrolet  
Comets Softball Program  
FAB-Tech, Inc.  
Georgia United Methodist Church  
Healing Circle Breast Cancer Support Group  
Hull Insurance  
IBM  
Jim Bashaw Bowl-a-Thon  
McCuin Fuels, Inc.

Members Give powered by Just Give  
Mylan Inc  
New England Federal Credit Union  
NMC Family & Board of Directors  
NMC Auxiliary  
Run for Jim Foundation  
St. Albans Duplicate Bridge Club  
Timberlane Dental Group  
The Tyler Place  
United Way of Greater Atlanta  
USPS, Folks at Swanton Post Office  
Walmart  
Yankee Farm Credit

### In Their Honor

Many of these donations were made in honor of a beloved family member, friend, or community member. Those individuals who were remembered this way include:

Nancy Arenz	Betsy Lewis
Halle Grace Bates	Blanche Partlow
Ronnie Bockus	Elphege Rocheleau
Richard Brouillette	Velma Scott
Mary Ann Bugbee	Gordon Thompson
Mary Lou Collins	Ross Toof
Norman Doe	Dr. Martin Wennar
Phyllis Fitzgerald	Mark Wiley
Wendy Gabree	

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.



Members of an NMC team pose for a photo during the Community Partners Classic Golf Tournament held in June. The tournament was a huge success this year with sunny weather enjoyed by our two flights of golfers. The collaborative event raised more than \$10,000 for each of the three organizations involved, including NMC, NCSS and the Franklin-Grand Isle United Way.



Players from BFA and MVU's Powderpuff teams present a check for nearly \$19,000 to NMC's Jill Berry Bowen and NMC Vice President of Quality and Medical Staff Services Diane Leach. This marked the fifth year the Powderpuff program has raised money with a cross-county rival's game, with funds donated in honor of Jim Bashaw and the catastrophic illness fund established in his memory.

## NMC Earns National Award

This year NMC earned the award for Best Overall Performance among hospitals our size, one of the 2014 Excellence in Leadership awards given by Quorum Health Resources. The award was presented in June to a multi-disciplinary team from NMC that included John Hango, Chairman of the NMC Board of Directors.

### Financial Report

	Actual 2013	Projected Actual 2014	Budget 2015
Patient Services Revenue	\$168,262,788	\$174,550,916	\$180,119,103
Less Subsidies to Medicare and Medicaid	54,348,913	58,165,410	62,381,630
Less Other Contractuals	20,500,524	20,270,790	20,558,030
Less Free Care	1,742,757	1,415,608	1,794,212
Less Provision for Bad Debt	4,396,874	5,114,342	5,762,816
Net Patient Revenue	\$87,273,720	\$89,584,766	\$89,622,415
Other Operating Revenue	3,690,008	3,604,382	4,134,863
Total Revenue and Other Support	\$90,963,728	\$93,189,148	\$93,757,278
Salary and Wages	38,339,963	39,432,281	40,983,848
Employee Benefits	8,450,428	9,995,689	10,106,431
Supplies	11,271,318	10,370,391	10,819,077
Contracted Services	11,790,749	11,706,767	13,053,111
Other Operating Expense	6,174,579	5,365,765	5,781,918
Medicaid Tax	3,323,577	3,785,869	4,081,834
Depreciation	3,878,715	4,263,834	4,015,539
Interest and Amortization	654,093	538,526	569,947
Total Expenses	83,883,422	85,459,122	89,411,705
Income from Operations	\$7,080,306	\$7,730,026	\$4,345,573
Net Investment Income	4,094,918	4,083,034	1,232,046
Other	955,566	179,317	(563,110)
Total Non-Operating Income	5,050,484	4,262,351	668,936
Excess of Revenue and Other Support Over Expenses	\$12,130,790	\$11,992,377	\$5,014,509

### Key Statistics

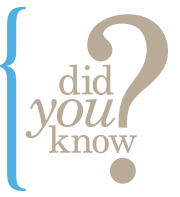
	Actual 2013	Projected Actual 2014	Budget 2015
Admissions	2,319	2,386	2,315
Total Patient Days	7,450	7,922	6,890
Average Length of Stay	3.21	3.32	2.98
Emergency Department Visits	26,995	26,019	24,059
Births	433	469	430
Surgeries	3,086	2,902	2,720
Outpatient Diagnostic Imaging Procedures	53,270	50,904	45,074
Outpatient Laboratory Tests	283,937	294,819	273,216
Medicare/Medicaid % of Patient Revenue	58.40%	58.60%	57.67%
Days in Accounts Payable	57.8	62.5	60.0
Days in Accounts Receivable	34.4	31.8	35.6
Age of Plant (Years)	10.4	10.5	12.1



Photo Credit: Stina Booth

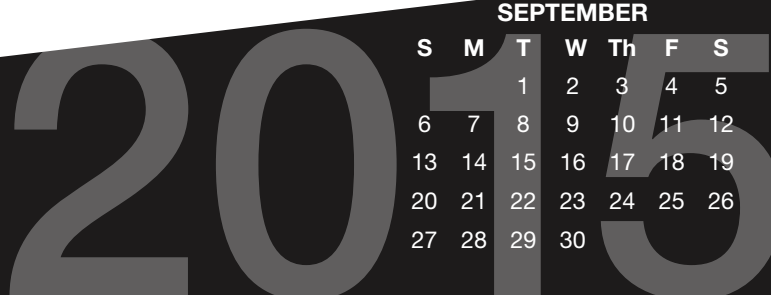
**Community Health Priority:  
Domestic and Sexual Abuse**

Everyone deserves to live a life free of 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](http://www.vtnetwork.org) online, or dial 211 to reach the United Way's Vermont 211 information service.



# AUGUST

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SEPTEMBER

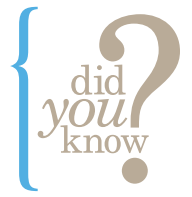
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Photo Credit: David Juare

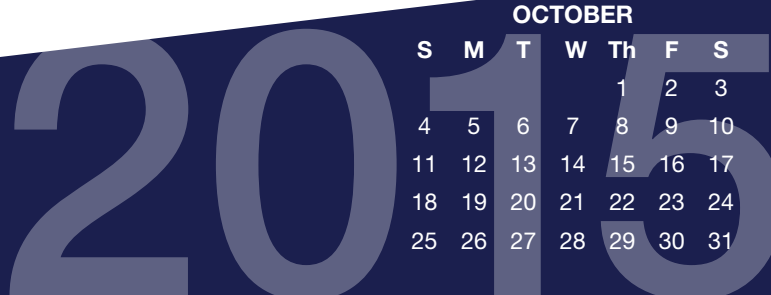
**Community Health Priority: Obesity**

Eating well and moving more are important steps toward reaching and maintaining a healthy weight, which can bring you more energy and better health. To learn more, talk to your Primary Care provider, contact NMC's Lifestyle Medicine Department (802) 524-8846, or visit [www.healthvermont.org/fitandhealthy.aspx](http://www.healthvermont.org/fitandhealthy.aspx) online, or dial 211 to reach the United Way's Vermont 211 information service.



# SEPTEMBER

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OCTOBER

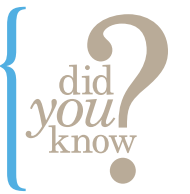
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Photo Credit: David Juare

**Community Health  
Priority: Cancer**

The key to early detection of breast cancer is screening mammography - on the schedule recommended by your Primary Care provider. NMC offers digital mammography by walk-in or by appointment in St. Albans and 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](http://www.cancer.org/cancer/breastcancer) online, or **dial 211** to reach the United Way's Vermont 211 information service.



# OCTOBER

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NOVEMBER

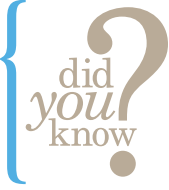
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Photo Credit: Emerson Lynn

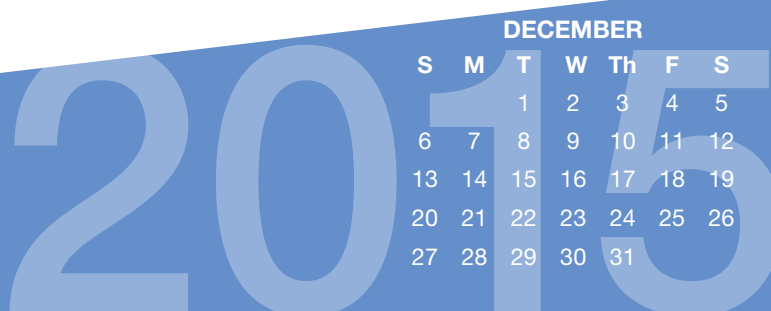
**Community Health Priority:  
High Blood Pressure**



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](http://healthvermont.gov/prevent/#chronic) online, or dial 211 to reach the United Way's Vermont 211 information service.

# NOVEMBER

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DECEMBER

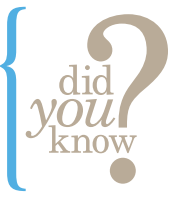
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Photo Credit: David Juare

**Community Health Priority:  
Chronic Lung Disease and Chronic Asthma**

Chronic Obstructive Pulmonary Disease (COPD) is the 4th leading cause of death in Vermont. Research shows 80% of cases are attributable to smoking. Here in the Holiday season, quitting smoking is a wonderful gift to yourself and your family. Free patches, gum or lozenges are available to all Vermonters. To learn more, talk to your Primary Care provider, contact NMC's Lifestyle Medicine Department at **(802) 524-8480**, visit **802quits.org**, or dial **1-800-QUIT-NOW**.



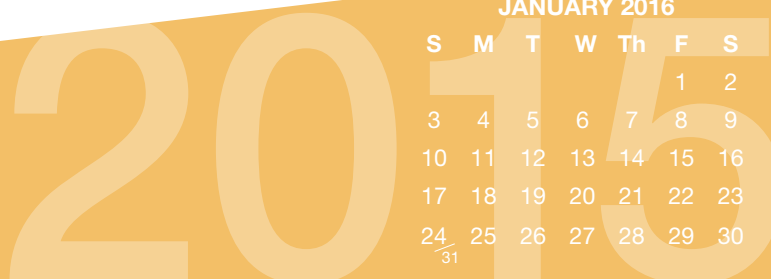
# DECEMBER

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JANUARY 2016

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## Convenient, Timely Access: Northwestern Urgent Care

To complement enhanced Primary Care access in reducing avoidable visits to the Emergency Department, NMC opened a Northwestern Urgent Care office in the Cobblestone building on the hospital campus in June of 2014.

This additional location at 260 Crest Road in St. Albans joins the Urgent Care location in Georgia, formerly called Northwestern Walk-In Clinic. Northwestern Urgent Care in St. Albans provides a similar scope of service to that offered in Georgia. There are onsite x-ray services and a medical team comprised of physicians and advanced practice providers to care for pressing but non-emergent medical needs, such as: fevers; sprains, strains, and possible fractures; minor lacerations; ear, eye, and urinary tract infections; and more.

The St. Albans site is open seven days a week – Monday through Friday, from 8 a.m. to 8 p.m., Saturdays from 9 a.m. to 5 p.m., and Sundays from 11 a.m. to 5 p.m.

The Georgia site is open from 8 a.m. to 7 p.m. Monday through Friday, and open on Saturdays from 8 a.m. to 5 p.m.

The new urgent care center helps ensure patients get the right care, in the right setting, at the right time, and at the right cost. Northwestern Urgent Care complements strong Primary Care services and a strong Emergency Department. It also allows patients to avoid incurring the costs of the full life-saving resources of the Emergency Department when not medically needed and can provide access to care when a primary care provider is not available. “Best of all,” says NMC CEO Jill Berry Bowen, “the care is coordinated within our system to ensure continuity and delivered by a provider our community knows and trusts.”



*Two convenient locations*

**St. Albans Office**  
260 Crest Road  
St. Albans, VT 05478

**Georgia Office**  
927 Ethan Allen Highway  
Suite 2  
Georgia, Vermont 05468

## Improving Health & *Quality of Life*

NMC cares for our community through direct patient care, prevention efforts, and “Community Benefit” funds which we invest in efforts to ensure access to care, improve health, and enhance the quality of life locally. We plan these investments based on the Community Needs Assessment and related priorities and report on them as part of the IRS regulation of not-for-profit hospitals.

FY’14 was highlighted by our second annual “Healthy Hearts On The Move” event, which drew participants for fun fitness activities, wellness and prevention education, and free health screenings. NMC’s Northwestern Urgent Care also kicked off a new program in partnership with the Vermont Lake Monsters. Nine kids from around the state were selected to be Lake Monsters for a day, being chosen for their commitment to sportsmanship and healthy lifestyles. With NMC’s support behind the scenes, 2014 also saw the continued development of RISE VT through the Community Committee on Healthy Lifestyles, co-chaired by NMC CEO Jill Berry Bowen and Judy Ashley of the Vermont Department of Health. NMC will be funding efforts to actively engage our community in healthier lifestyles through RISE VT as part of our FY’15 community benefit investments.

NMC provides free care to those with financial need and absorbs the underpayment from government health programs which do not pay the complete cost of care they promise for their enrollees. Those two factors account for more than \$9 million a year and are considered a formal community benefit by the IRS. NMC also provided more than \$54,000 in direct financial support to organizations working to improve the quality of life in our community (and are listed below). As one of the largest employers in the area, NMC is a major donor to the Franklin-Grand Isle United Way, providing a significant corporate donation to supplement the personal generosity of our employees. In addition, the use of NMC’s conference spaces by our community and the staff time we invest in organizations such as the St. Albans Rotary, the Franklin County Regional Chamber of Commerce, the Workforce Investment Board, the Franklin Grand Isle Community Partnership, and the American Heart Association, as well as the Boards and volunteer teams of many other community organizations, are also part of NMC’s investment in the quality of life and health of our community.

### Donations to Our Community Include:

- Franklin-Grand Isle United Way
- Go Red / American Heart Association
- Relay for Life / American Cancer Society
- Franklin County Home Health
- Voices Against Violence/Laurie’s House
- Turning Point of Franklin County
- Tim’s House/Samaritan House
- Make-A-Wish Foundation of Vermont
- St. Albans Historical Society
- Friends of Northern Lake Champlain
- St. Albans Area Watershed
- Christi Kelli Corrigan Foundation
- Hard’ack Recreation Area
- Franklin County Regional Chamber of Commerce
- Vermont Ethics Network



Connor Nielsen, of Swanton, and Maddie Montagne, of St. Albans, were two of the nine Vermont kids chosen to be part of Northwestern Urgent Care’s Little Lake Monsters, a dream team of healthy, active, community-involved kids.



Community members try out Gymsticks at the 2013 Healthy Hearts on the Move event held at St. Albans Town Educational Center in February.



NMC staff fit in the final pieces to a team-building puzzle during Hospital Week, 2013.



Lynne Crocker was named the Service Excellence Honoree at NMC's annual Employee Awards Recognition Banquet held in June. Crocker was one of four Service Excellence All-Stars recognized each quarter for their exemplary service to our patients, and she was chosen for the top honor presented at a gathering held at the Abbey in Sheldon. She's pictured here with (from left) Jill Berry Bowen, CEO, Lisa Bovat, Manager of Hospitality and NMC Board Secretary Bill O'Connor.

## Strengthening Our Team

Our strong, dedicated team of well-trained and passionate employees is key to our success in delivering exceptional care for our community. This past year we added several new programs in support of our employees, nurturing their education, making use of their insight, seeking their input, and promoting good health.

The newest of these initiatives an innovative new nursing onboarding program called ASPIRE. The word stands for Achieving Specialty Practice through an Interdisciplinary Residency Experience. This 12-week program helps prepare new nurses for success at NMC. Each ASPIRE nurse works side-by-side with a preceptor for hands-on experience that offers training in a dynamic and challenging way. NMC received a high number of applications for the limited slots open in the ASPIRE program, and seven nurses have successfully completed the residency.

Another employee-centered program offered this year was an internal leadership development course called the Journey program. Fourteen NMC employees completed the five-month supervisor development program which taught skills like proactive listening, prioritization, giving and receiving constructive feedback and employment law.

We have also engaged members of our Medical Staff in professional development to help them take on leadership roles in NMC's efforts to adapt to a changing healthcare environment.

NMC this year also kicked off a LEAN program: Efficiency for Excellence, or E4E. NMC staff were chosen and trained as LEAN champions and got right to work on projects that included revamping hospital discharge procedures to set the stage for consistent, daily, 11 a.m. "go-home" time, centralized discharge planning information, and medication reconciliation.

Employees were also engaged in an opinion survey this year, with 95 percent of full-time employees participating in the survey. That impressive return of results set the stage for a thorough review of the feedback by each manager with his or her team. Work is underway now to identify the priorities for work and map out the next steps for action.

In addition to the serious business of offering education and opportunities for employees, NMC also encouraged staff to have fun --- a hallmark of the NMC culture. Employees were treated to glow-in-the dark games, free massages, and prizes during the annual Valuing our Employees Day. Teams presented creative displays during a storyboard project. Trophies were awarded during a Halloween Costume Contest, employees found hundreds of puzzle pieces during a team-building scavenger hunt, and Healthy U participants now enjoy new wellness programs in an on-campus Movement Center.

## Enhancing Patient Care by Advancing Technology, Access and Environment

NMC launched a variety of new initiatives this year that provide new space, new equipment, technological advances and better access to care. These changes support the hospital's mission of providing exceptional care, improving healthcare services and ensuring that care is convenient and comprehensive.

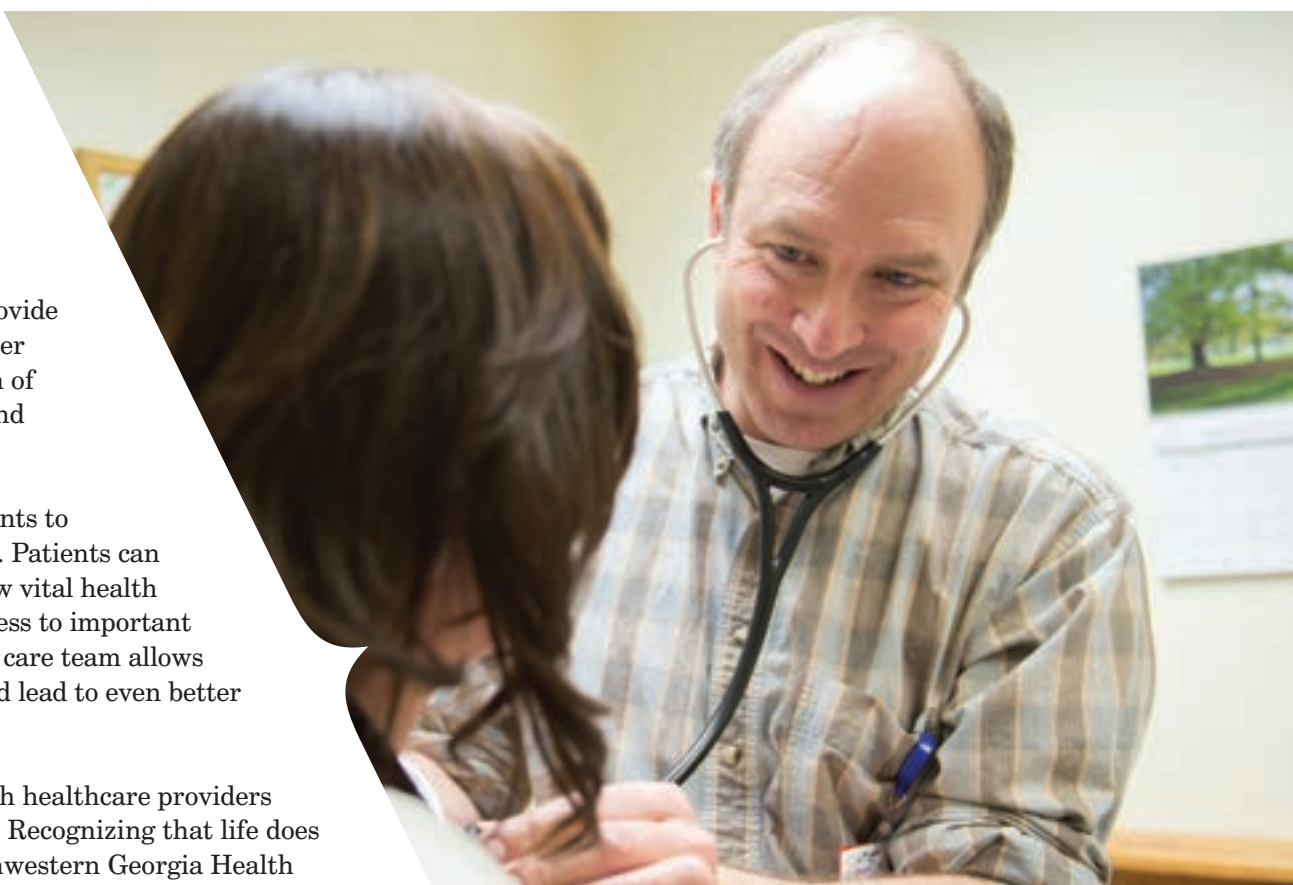
NMC's patient portals went live this summer, allowing patients to access their health records online through the NMC website. Patients can now easily communicate with their healthcare team and view vital health information like lab results and medication lists. Timely access to important information and improved communication with their health care team allows patients to get more involved in their own care, which should lead to even better health.

Another change making it easier for patients to connect with healthcare providers was an extension of hours at NMC's primary care practices. Recognizing that life does not always run on a predictable, 9 to 5 schedule, both Northwestern Georgia Health Center (NGHC) and Northwestern Primary Care (NPC) now stay open past 5 p.m. several days each week. NGHC is open until 7 p.m. on Mondays and Wednesdays. NPC is open until 7 p.m. Monday through Thursday.

Northwestern Urgent Care also expanded its hours. The Georgia site of Northwestern Urgent Care (formerly the Northwestern Walk-In Clinic) lengthened its hours on Saturday: Patients can now get care for non-emergent needs from 8 a.m. to 5 p.m. on Saturdays. (See related story on Urgent Care)

Through a collaborative partnership with Fletcher Allen Health Care, NMC also welcomed two local practitioners to our team in a new urology practice. Dr. Cengiz Esenler and Dr. Richard Grunert have been part of the NMC community and will continue to provide comprehensive urological services, at Northwestern Urology, located in Suite 6 of the Doctor's Office Commons building on the NMC campus.

NMC's Laboratory replaced its chemistry analyzers with new models, which offer faster performance of a greater number of tests, resulting in more efficient care. Northwestern Cardiology and Pulmonology opened the doors on newly renovated space at the front of the main hospital building this year, and the Health Information Management offices were relocated to new



Physician Assistant David Spence is one of the providers at the Northwestern Georgia Health Center. NGHC was one of NMC's practices that lengthened its hours to better suit community needs.

space in the Conference Center. Most recently, the hospital's operating rooms were renovated with new lights, booms and other equipment installed in more modern and efficient space.

Through advances like these, NMC further strengthens our ability to care for our community. Moving forward, efforts to align our facility with our future within an evolving healthcare environment will prove vital. We are excited to be moving forward our Master Facility Plan as we enter Fiscal Year 2015.



## Community Service Award

Marcia Perry, pictured here with her husband Albert, was awarded this year's NMC Community Service award at an Incorporator's meeting in May 2014. Perry was honored in appreciation of her passion for ensuring the availability of appropriate, affordable health care for all, as well as her strong belief that education is a stepping stone out of poverty. She becomes the second 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.

### Incorporators

Janis Appel  
 Judy Ashley  
 Michael Barnum M.D.  
 Mary Bates  
 Rob Beattie M.D.  
 Stan Beauregard  
 Jeanne Begnoche  
 Loli Berard  
 Leon Berthiaume  
 Bob Bessette  
 Larry Bouchard  
 Steve Broer Psy.D  
 Jacqueline Brosseau-Cyr  
 Lawrence Bruce  
 Peter Burke M.D.  
 Celeste Kane-Stebbins  
 Ruth Carlson  
 John Casavant  
 Sandra Chagnon  
 William G. Cioffi, Sr.  
 Paul Clark  
 Donald Collins  
 Vaughn Comeau  
 Phillip Condon  
 Michael Corrigan M.D.  
 Louis Dandurand M.D.  
 Dorey Demers  
 Christopher Dermody  
 Martha Deslauriers  
 Marie Destefano  
 Grace Dickinson Branon D.M.D.  
 Richard Dickinson  
 Steven Doe  
 Sally Dubois  
 David Ducham  
 John Edwards  
 Richard Feeser  
 Nancy Fiske  
 Elaina Fontes  
 Bradley Gabree  
 Clement Gervais  
 Uwe Goehlert M.D.  
 Nilda Gonnella-French

Debbie Green  
 Monica Greene  
 William Greenwood  
 James Gregoire  
 Molly Grismore  
 Nicholas Hadden, Esq.  
 Joe Halko  
 Christina Hamel  
 John Hango  
 Raymond "Rhett" Heald  
 Harold Hebert  
 Gerald Herrera  
 Brian Honsinger  
 Jacqui Hood  
 Madeline Howard  
 Judith Howrigan  
 Bridget Howrigan Rivet  
 Anna Hurlbut  
 Shirley Jacobs  
 Hayden Janes  
 John Johnston  
 Paula Kane, Esq.  
 Kathleen Keenan  
 Ned Kirsch  
 Dana Kittell  
 Jean Lamphere  
 Michelle Lawrence  
 Jeffrey Levesque  
 Sally Lindberg  
 Carol Livingston  
 Kevin Manahan  
 JoAnn Manahan  
 John Manahan  
 James Manahan II  
 Steven Marshall  
 Melisande Mayotte  
 Janet McCarthy  
 Mike McCarthy  
 Mark McGinn  
 Ralph McNall  
 Charles Moore  
 Susan Moore  
 Joe Nasca M.D.  
 William Nihan

William O'Connor  
 Pamela Parsons  
 Stephen Payne M.D.  
 Peter Perley  
 Albert Perry  
 Marcia Perry  
 Keith Ploof  
 Joanne Polanshek  
 Susie Posner Jones  
 General Martha Rainville  
 Peter Rath  
 Patricia Reed  
 Bryant Reynolds  
 Susan Roberts  
 William Roberts M.D.  
 Donna Roby  
 Kevin Scheffler  
 Marietta Scholten M.D.  
 John Schreindorfer  
 Albert Severy  
 May Shearer  
 Heather Skilling VM.D.  
 Tim Smith  
 Stephen Stata  
 Molly Stata Comeau  
 Sarah Sterling  
 Kathy Tabor  
 Patrick Talcott  
 Cheryl Teague  
 Albert Tetreault  
 Maureen Toof  
 Thomas Traber  
 Gerard Tremblay  
 Edward J. Tyler, III  
 Howard Van Benthuyssen  
 Daniel Vanslette  
 Mara Vijups M.D.  
 Ruth Wallman  
 James Walsh  
 Scott Wells  
 Joan A Wood  
 Penny Wright  
 Frank Zsoldos M.D.