

EXCEPTIONAL CARE. COMMUNITY FOCUSED.



annual report 2014



“I am appreciative of the professional care provided by Betsy and Steve in your Pulmonary Rehabilitation Program. Their understanding of my diagnosis and selection of appropriate exercises have improved my situation. I have high regard for their work.”

WILLIAM HAINES, Worcester

Now is an exciting time to be a part of Copley Hospital. Healthcare reform is challenging; it is messy and at times tumultuous, but it is critical work to ensure Copley is here to care for our community not only at the present time but long into the future. Thanks to your support, we offer a unique range and scope of needed programs and services. However, we must continue to ensure that this 21st century community hospital evolves.

What do we mean when we call Copley a 21st Century Community Hospital? It means top medical providers attuned to the latest research and techniques who perform state of the art diagnostics, treatments and surgeries.

Equally important is the warm, personalized feel of Copley.

This approach is the reason we continue to be recognized nationally as a HealthStrong hospital. We cannot take for granted the excellent hospital we have built over the years and the service it provides close to home. We have a lot to be proud of:

A Birthing Center that perennially has one of the lowest, if not lowest, rate of c-sections.

A cardiology program working in tandem with diagnostic imaging to reduce medical radiation and earn accreditation for our Echocardiography Lab – one of only 4 hospitals in Vermont to achieve this.

An emergency services program known for its expertise and its involvement in the training and support of the county’s emergency responders.

An oncology program in collaboration with the University of Vermont Medical Center.

An orthopedics program that is among the region’s leaders in expertise in joint replacement and consistently named “the best orthopedic practice” by readers of *Vermont Sports Magazine*.

And, most importantly, according to both the Blueprint for Health and One Care ACO, the Copley Hospital Service Area ranked the lowest in Vermont for “total resource use.” In other words, the lowest overall in cost of care. That speaks to the quality of our providers and how well all of the providers in our community work together – including Community Health Services of Lamoille Valley (CHSLV), Northern Counties Health Care, independent physicians, Lamoille County Home Health and Hospice, The Manor, Lamoille County Mental Health Services and others. Together we strive to provide the right care, at the right time, in the right place. Clearly, we are doing something right.

Thank you for not taking Copley for granted. It is important that each of us share how much we value Copley and its service to our community. It is the only way to ensure Copley is here for generations to come.

Thank you.



Melvyn Patashnick
Melvyn Patashnick
President
Copley Hospital



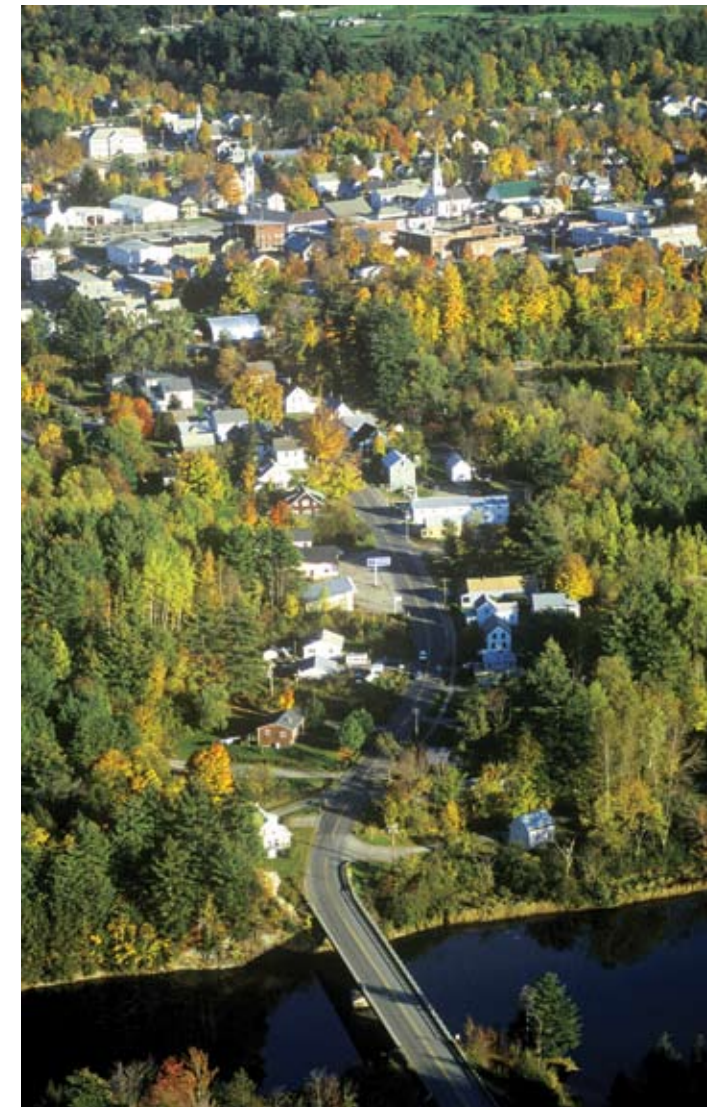
Nancy Putnam
Nancy Putnam
Chair
Board of Trustees

“My surgical experience was very good. I had carpal tunnel in both hands. The pain was excruciating to the point I was pacing the floors at night. Dr. McLaughlin and his surgical team fixed me up. Dr. McLaughlin is a great communicator. He told me what was going on, why and what needed to be done. I am actually experiencing good night sleep. I am very grateful for Dr. McLaughlin and his team’s help.”

FRANCIS WELCH, Waterbury

[COMMUNITY BENEFITS]

Copley is here to help you 24 hours a day, seven days a week. In addition to our Emergency Services Department and our nurturing Birthing Center, Copley provides access to more than 60 specialists including OB/GYNs, certified nurse midwives, general surgeons, cardiologist, urologist, oncologist and a state-of-the-art orthopedics program on our campus in Morrisville, Vermont. A vital resource for the wellness and health of the community, Copley is also one of the largest employers in the area.



COMMUNITY BENEFITS FY2014

| Patient Visits | |
|-------------------------------|---------|
| Admissions | 2,595 |
| Births | 229 |
| Emergency Room Visits | 13,122 |
| Patient Days of Care | 5,170 |
| Diagnostic Tests | |
| Laboratory | 309,772 |
| Radiology/Diagnostic Imaging | 29,732 |
| Outpatient Visits | |
| Outpatient Clinic Visits | 79,640 |
| Rehabilitation Treatments | 58,779 |
| Respiratory Therapy & Related | 9,620 |
| Procedures | 1,538 |
| Surgeries | 1,982 |
| Community Wellness Attendees | 5,199 |

During Fiscal Year 2014, Copley contributed \$6.5 million in community benefits.

- Included in our community benefits are:
- access to care with our charitable care program
 - subsidized health services
 - wellness, prevention and education programs
 - community-building activities
 - health professions education and training
 - in-kind contributions

CONNECTING PATIENTS TO A PRIMARY CARE PHYSICIAN

Healthcare today is shifting from focusing only on the health of each patient to working collaboratively to improve the health of our community's entire population. Copley is working with local primary care practices, long-term care facilities, home health agencies, hospitals and other social service agencies to build this integrated system of care.

In our Emergency Department, patients without a primary care physician are referred to a Blueprint for Health Care Coordinator. The Care Coordinator then assists the patient in securing a family practitioner.

The program is seeing good results. Since September 2012, more than 460 patients have been referred for assistance. Blueprint for Health officials confirmed 63% of them completed a visit with a primary care physician (PCP).

The premise of this effort is that if you have a primary care physician, your care is more coordinated and you are more likely to avoid using the Emergency Room for non-urgent problems. We are starting to see a slight reduction in avoidable visits to the Emergency Department from people with a primary care physician, but it is too early to call it a trend.

Nine percent (9%) of Lamoille County residents are uninsured as of 2014; a decrease from 12% reported in the past two years. COUNTY HEALTH RANKINGS & ROADMAPS, 2014

IMPROVING ACCESS AND MAKING A DIFFERENCE

Patient Financial Counselor Angela Griggs finds her job rewarding for the simple fact that she's making a difference in someone's life.

On this particular day, Griggs was assisting a community member in need of a medical procedure, and before that could be scheduled, his doctor needed several tests done. When Griggs received the call from the doctor's office, her first thought was to assist the patient with applying for financial assistance. However, after meeting with the patient and learning that he had applied for and paid his first month's premium for health insurance through Vermont Health Connect, Griggs changed her plans and contacted the insurance exchange. That one call made all the difference.

Griggs, with documentation in hand, spoke with a Vermont Health Connect representative who after reviewing all the documents, confirmed that the patient had enrolled, and that their records showed they had received his first payment before the deadline, making coverage retroactive to January.

Because of Angela's help, the patient was able to move forward with the necessary tests and receive the needed procedure. The patient was very grateful to Griggs for her help.

Angela Griggs is Copley's Patient Financial Counselor and a certified navigator for Vermont Health Connect.



Copley Pharmacist Meg Morris

IMPROVING TRANSITIONS IN CARE WITH MED RECONCILIATION

Medication (Med) Reconciliation is the comparison of patients' current home medication history to their hospital providers' admission, transfer, and discharge orders. It is done to identify and evaluate discrepancies that could affect patient care. For scheduled surgical patients, their medication history must be acquired and any clarifications made prior to the day of surgery so that a complete and accurate home med list is available immediately following surgery. This list is used by providers for post-operative medication orders.

In FY2014, Copley tested a new pharmacist-driven protocol for all scheduled surgical patients. Previously, med reconciliation was initiated by pre-admit nursing staff via telephone interview with a subsequent pharmacist review. This process led to significant numbers of clarifications and additional phone calls to patients. With the new protocol, we significantly increased the accuracy of the initial medication history and medication list and reduced the number of needed clarifications by 99%. Copley is continuing pharmacist-driven med reconciliation with both our inpatient and outpatient scheduled surgical patients. We are determining resources for pharmacist-driven med reconciliation in other areas.

ACCESSING YOUR HEALTH ONLINE ANYTIME, ANYWHERE, VIA PATIENT PORTAL

Patients can now manage their healthcare anywhere, anytime. Copley's Patient Portal allows patients to access care summaries, receive notices of upcoming appointments, and more. Copley's Patient Portal provides both inpatients and patients of our physician practices access to their health information securely and conveniently 24/7.

The Hospital Portal allows patients access to information from their inpatient hospital stay, including medications, discharge instructions and more.

The Physician Practice Portal allows patients of Mansfield Orthopaedics, The Women's Center and our Medical Group Practice (Cardiology, General Surgery and Urology) access to visit summaries, upcoming appointments, patient education and more.

For more information on how you can sign up visit copleyvt.org/PatientPortal.



[EXCEPTIONAL CARE]

COPLEY REDUCES MEDICAL RADIATION

Copley is actively reducing exposure to medical radiation. We've done so by utilizing both new cardiology stress testing protocols and the technological advances made possible by the new Gamma Camera which we were able to purchase thanks to community support. The new "Stress-First Protocol" has lowered radiation exposure by as much as 75% for some patients. With the "Stress-First Protocol," cardiologist Dr. Adam Kunin examines an image of a patient's heart after exercise before deciding if another image is needed when the patient's heart is at rest. We are also using "Definity," an echocardiography (heart ultrasound) contrast agent, that enables us to obtain the best possible images of the heart.

CELEBRATING EXCELLENCE

2014 was a year of celebration as for the third year in a row Copley was named a HealthStrong Hospital; the only Vermont hospital included in the 547 hospitals receiving this recognition. We were also named one of the top 50 New England hospitals, based on patient satisfaction, and our Mansfield Orthopaedics practice was voted "best orthopedic practice" by readers of *Vermont Sports* magazine. These recognitions are earned thanks to our expert medical providers and compassionate hospital staff who strive to provide access to the highest quality of care close to home.

Copley employees donated to the ALS Association for the opportunity to dump ice water on Leadership Team members. We had fun with what we think was the biggest and wettest local #ALSIceBucketChallenge.

After 45 years of practice, optometrist Dr. David Garbutt retired and transferred his practice to Dr. Francis (Frank) Pinard, a native Vermonter with more than 25 years of experience and a tremendous sense of community.



Black Diamond Winners Best Orthopedist

VERMONT SPORTS MAGAZINE, FEB/MAR 2015



Copley's employees selected Lynne Suddaby, RN as Employee of the Year because of her effective communication skills, dedication to exceptional care and her work as a preceptor for newly hired clinicians. Surgical Services Meredith McGee, RN (pictured with her colleagues) was honored with the Edward French Memorial Award, an award that recognizes nursing excellence. The Goddard Family Award, an award that recognizes excellence in a non-nursing position, was presented to Adam Lesure of the Information Technology Department. Both awards were presented by Chief Medical Officer Joel Silverstein on behalf of Copley's medical staff.

Members of clinical and non-clinical departments work together on teams to systemically advance our quality and patient satisfaction measures. Measuring how patients evaluated their Copley experience allows us to improve and also recognize staff for outstanding performance. We monitor our patient satisfaction through the Hospital Consumer Assessment of Healthcare Providers and Systems with surveying and analytic assistance from Press Ganey Associates.

A gift from the Stowe Rotary Club in support of nursing education was used to train nurses in S.T.A.B.L.E., a neonatal education program that focuses on the assessment and stabilization of sick newborns. Pictured with Stowe Rotary's George Lewis are Phyllis Mitchell, RN, Nursing Educator and Birthing Center nurses Sarah Chouinard, RN; Marliese Carlson, RN and Sue Fitzgerald, RN.



COPLEY HOSPITAL INPATIENT POPULATION

Hospital Consumer Assessment of Healthcare Providers & Systems (HCAHPS)
October 1, 2013–September 30, 2014

| | Copley | State | National |
|--|--------|-------|----------|
| Communication with Nurses | 85 | 82 | 79 |
| Communication with Doctors | 84 | 84 | 81 |
| Responsiveness of Hospital Staff | 82 | 74 | 67 |
| Pain Management | 77 | n/a | 71 |
| Communication about Medicines | 70 | n/a | 64 |
| Cleanliness of Hospital Environment | 78 | 78 | 74 |
| Quietness of Hospital Environment | 65 | 60 | 60 |
| Discharge Information | 88 | 90 | 86 |
| Overall Rating of Hospital | 75 | 71 | 70 |
| Willingness to Recommend this Hospital | 79 | 74 | 72 |

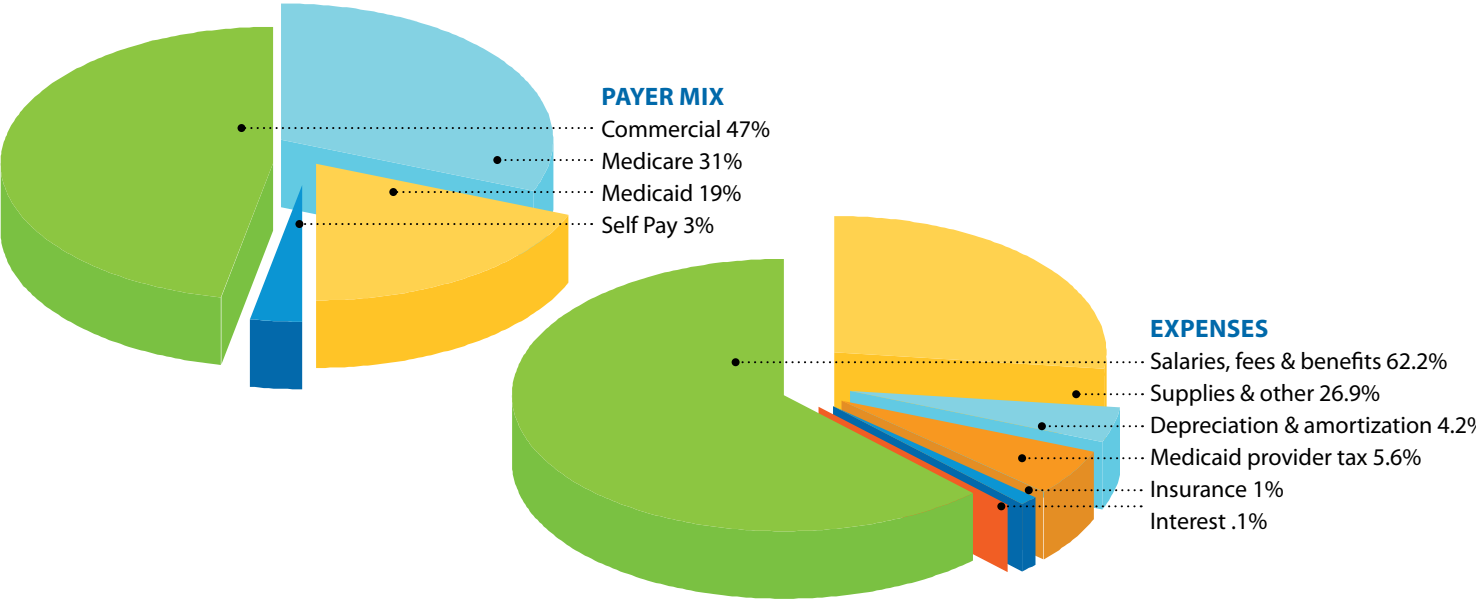
COPLEY HOSPITAL INC. STATEMENT OF REVENUE & EXPENSE

| Revenue | FY2014 | FY2013 |
|----------------------------------|---------------------|---------------------|
| Gross revenue | \$102,790,023 | \$90,341,341 |
| Less: Charges not paid by payers | (\$39,325,528) | (\$33,231,104) |
| Less: Bad debts | (\$2,320,138) | (\$2,130,224) |
| Less: Charity care | (\$1,196,689) | (\$1,117,590) |
| Other operating revenue | \$1,816,002 | \$1,491,010 |
| Total operating revenues | \$61,763,670 | \$55,353,433 |
| Expenses | | |
| Salaries, fees and benefits | \$35,794,250 | \$33,568,114 |
| Supplies and other | \$15,458,434 | \$14,208,231 |
| Depreciation and amortization | \$2,412,729 | \$2,074,252 |
| Medicaid provider tax | \$3,211,851 | \$3,058,674 |
| Insurance | \$592,425 | \$614,219 |
| Interest | \$44,863 | \$52,539 |
| Total expenses | \$57,514,552 | \$53,576,029 |
| Operating income (loss) | \$4,249,118 | \$1,777,404 |
| Total non-operating revenue | \$191,809 | \$1,043,413 |
| Net income (loss) | \$4,440,927 | \$2,820,817 |

The accounting records for Copley Hospital, Inc. have been audited by Certified Public Accountants.
The complete audited report is on file and is available for inspection at Copley Hospital's Finance Office.

BALANCE SHEETS

| Assets | FY2014 | FY2013 |
|---|---------------------|---------------------|
| Operating cash and cash equivalents | \$11,577,141 | \$7,377,371 |
| Patient accounts receivable, net | \$3,898,658 | \$4,105,281 |
| Inventory | \$2,837,588 | \$2,622,936 |
| Prepaid expenses | \$1,447,552 | \$1,195,433 |
| Other accounts receivable | \$252,958 | \$282,692 |
| Assets limited as to use | \$3,189,432 | \$3,849,402 |
| Property and equipment, net | \$15,934,875 | \$15,211,136 |
| Donor restricted assets | \$6,449,645 | \$4,184,342 |
| Deferred compensation | \$1,439,218 | \$1,214,035 |
| Total assets | \$47,027,067 | \$40,042,628 |
| Liabilities and net assets | | |
| Accounts payable and accrued expenses | \$2,122,512 | \$2,463,918 |
| Accrued payroll and related expenses | \$2,501,411 | \$2,520,957 |
| Estimated third-party payer settlements | \$2,900,000 | \$2,200,000 |
| Deferred compensation | \$1,439,218 | \$1,214,035 |
| Long-term debt | \$2,709,698 | \$2,995,720 |
| Restricted net assets | \$6,449,645 | \$4,184,342 |
| Unrestricted net assets | \$28,904,583 | \$24,463,656 |
| Total liabilities and net assets | \$47,027,067 | \$40,042,628 |



“Thank you for such a warm and positive experience. Copley Hospital exhibits what a hospital really is – excellent professional care, excellent medical staff, clean friendly and warm environment. We couldn’t have asked for more! Everyone we met made us feel welcome and cared for.”

COPLEY PATIENT

[GIVING]

Copley Hospital is grateful to the following individuals and organizations that supported our not-for-profit community hospital in Fiscal Year 2014: October 1, 2013-September 30, 2014. In addition to the many donors listed, we also extend thanks to our many anonymous donors.

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in honor of Colton Blaisdell
Arthur & Gail Shinnars
Mr. & Mrs. Jon Shreter
Barbara & David Siegel
David & Janet Silverman
Joel & Elizabeth Silverstein
Katharine Simonds
Kate Simone
H. Clay & Katherine Simpson
Mary Skelton
'Cilla & Nat Smith
Joseph & Ruth Smith
Mary Jean Smith, *in honor of my daughters & grandchildren*
Richard & Anne Smith
Sarah C. Smith
Marcy Solomon
Treva Southworth
Dr. & Mrs. James Sowles
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Judy Stancliff
Steel Construction
John & Anne Steel
Edward R. Stehle
Sandra Mander Stephens,
in honor of Sydney C. Mander, Sr.
Robert & Judith Sterns

Stewart Construction, Inc.
Marcia & Carl Stewart
Robert W. Stilson,
in honor of Robert E. Stilson
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Anne Stohrer, MD, MPH
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in honor of Henry King
Stanley & Helen Stoney
Stowe Charities Inc.
Stowe Mountain Resort
Stowe Rotary Club
William Stritzler
Horace & Shirley Strong
Irene D. Strong
Dr. Joseph Subasic
Raymond Sullivan
Dawn Sweetser
Mary Beth & Jack Sykas
Carl & Diane Szlachetka
Rebecca Tatel
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Theo Coates Designs
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George & Patricia von Trapp,
in honor of Rupert von Trapp, MD

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Dian Williams
Elsa Williams
Susan Wisheart &
Howard Duchacek
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Joe Wood
Virginia Wood,
in memory of Tish & Jim Leahy
Cathy & Robert Wright
Dave & Deborah Yacovone
Andre & Frances Yokana,
in memory of Dr. James Carpenter
Gail Osherenko & Oran Young
Janice Roy & Steven Young
Mary Young
Linda Zamvil & John Angier
Ronna & Arny Ziegel

In memory of Michele Altadonna
Mary Jo and Kevin Albert
Lynn P. Altadonna
Mr. & Mrs. Donald Bagley
Christi & Pat Dickinson
Walter E. Towslee

In memory of Roberta Hammond
Richard & Sally Dingman
Lamoille River Swingers Square
Dance Club
Richard Surles

In memory of John R. Ferguson
Colleen & Scott Grabowski
Megan Larkin

In memory of George Spear
Jill Baker
Gerald Smith & Caroline Ballard

[H I G H L I G H T S]

Copley Hospital filed a Certificate of Need (CON) application with the Green Mountain Care Board seeking approval to build a new surgical suite on its Morrisville campus. The new Surgical Suite will be a direct replacement of existing services with the goal of addressing space deficiencies and improving patient experience. The surgical suite was last updated in 1979. The project will cost \$12.5 million, of which \$3.2 million in community support will be sought. As we proceed with the CON filing we have begun some early work on a capital campaign that will ultimately provide funding for the surgical suite. Several very generous supporters have already expressed their interest in helping. We hope to make a public announcement about this as soon as the CON is approved.

The Copley Hospital Auxiliary continues its commitment to helping Copley meet its mission. This year the Auxiliary, in addition to assisting with early work as we plan the new Surgical Suite, donated towards the purchase of cardiac monitors. The Auxiliary raises funds by operating the hospital's Gift Shop and Second Chance Thrift Store in Morrisville along with three popular annual bake sales. Auxiliary members also volunteer at Copley. Last year 116 volunteers donated more than 13,000 hours.

Stowe Charities, Inc. donated proceeds from the 15th annual Stowe Wine & Food Classic to help Copley purchase cardiac monitors. The event raised \$12,000. This year's event is June 12-14 at Trapp Family Lodge; more information is at stowewine.com.

The annual Copley Scramble netted \$18,000 for cardiac monitors and charitable care. It was a beautiful day for the 18 teams participating. This year's event is July 11 at the Stowe Country Club. To play, register online at copleyvt.org/CopleyScramble.

Phil Chiaravalle, Shaun King, Lucy Garand and James Trihy enjoying their day at the 2014 Scramble.

Pictured at the annual Volunteer Appreciation Breakfast are: Judy Shanley, Chair, Copley Hospital Auxiliary; Edna Snow, Auxiliary Secretary; volunteer Clark Callender; Lois Keith, Auxiliary Treasurer and Second Chance volunteer and Auxiliary Board member Lucy Callender.



[THANK YOU TO OUR MEDICAL STAFF]

ANESTHESIOLOGY

Copley Hospital Medical Group Practice
Ryan Austin, CRNA
John Bistrick, CRNA
Joan Fox, CRNA
Travis Knapp, CRNA
Chris Rohan, MD

CARDIOLOGY

Copley Hospital Medical Group Practice
Adam Kunin, MD

DENTISTRY

Birchwood Dental Associates
Murray Diner, DDS

EMERGENCY MEDICINE

Copley Hospital Medical Group Practice
Adam Boise, NP
Jordice Corey, NP
Jacqueline Gallagher, PA
Liam Gannon, MD
Jacqueline Goss, PA
Patrick Heaghney, MD
John Kaeding, MD
Neil Nigro, MD
Charles Osler, FNP
Adam Putnam, MD
Joseph Subasic, MD
Rosanna Welton, PA-C
Daniel Wolfson, MD

GASTROENTEROLOGY

Independent Practice
Joel Silverstein, MD

GENERAL SURGERY

Weatherby Healthcare
Daniel Gwan-Nella, MD
Andrew Smith, MD

GYNECOLOGY/OBSTETRICS

The Women's Center,
a Copley Hospital Practice
William Ellis, MD
Anne Stohrer, MD

Independent Practice –
Gynecology only
Fred Rossman, MD
Nancy Carlson, MD

HOSPITALIST PROGRAM

Apogee Physicians
Patrick Keith, MD
Jennifer Peters, MD

INTERNAL MEDICINE

Hardwick Health Center
Brendan Buckley, MD

Independent Practice

Robert Kozub, MD
Henry Southall, MD

NEUROLOGY

Neurology Clinic, (CHSLV)
Jean Marie Prunty, MD

NURSE MIDWIFERY

The Women's Center,
a Copley Hospital Practice
Alexandra "Kipp" Bovey, CNM
Jackie Bromley, CNM
Marje Kelso, CNM

ONCOLOGY & CANCER CARE PROGRAM

UVMC/Copley Hospital Oncology
Outreach Clinic
Susan Hooper, APRN
Julie Jae Olin, MD

OPHTHALMOLOGY

Iverson Eye Care
Mark Iverson, MD

OPTOMETRY

Green Mountain Eye Care
Francis Pinard, OD

ORTHOPEDICS & SPORTS MEDICINE

Mansfield Orthopaedics,
a Copley Hospital Practice
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Leah Morse, PA-C
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Matt Salter, PA-C
Saul Trevino, MD
Nella Wennberg, PA-C

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Independent Practice –
Ear, Nose & Throat
Paul Julien, MD

PAIN MANAGEMENT

Independent Practice
Anne Vitaletti-Coughlin, MD

PATHOLOGY

Independent Practice
John Mech, MD

Vermont Dermatopathology
Catherine Antley, MD

PEDIATRICS

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Sarayu Balu, MD

Copley Hospital Birthing Center
Diane Szlachetka, APRN, NNP-BC

Appleseed Pediatrics (CHSLV)
Adrienne Pahl, MD

PULMONOLOGY

Northern Vermont Center for Sleep
Disorders
Veronika Jedlovsky, MD

RADIOLOGY

Vermont Radiologists
Richard Bennum, MD
Hartley Neel, MD
Candice Ortiz, MD
Robert Smith, MD

RHEUMATOLOGY

University Vermont Medical Center
Rheumatology
Nicole Hynes, MD

SLEEP MEDICINE

Northern Vermont Center for
Sleep Disorders
David Alsobrook, MD
Innocent Ezenwa, MD
Veronika Jedlovsky, MD

UROLOGY

Copley Hospital Medical Group Practice
Betsy Perez, MD

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Sarah Morgan, MD
Peter Sher, MD

Johnson – Independent Practice
Paul Rogers, MD
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Morrisville Family Health Care (CHSLV)
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Cheryl Holton, FNP, CDE
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Morrisville Independent Practice
Gary Waring, MD

Stowe Family Practice (CHSLV)
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Katherine Marvin, MD
Robert Quinn, MD
Melissa Volansky, MD
Angela Winchell, FNP

Stowe Personalized Medical Care
David Bisbee, MD

Stowe Natural Family Wellness
Angela Robens, ND

Mountain View Natural Medicine
Sara Norris, ND

Health Here & Now
Art Gleiner, MD



Board of Trustees (l-r) Harry Miller, Dr. Joseph Subasic, David Silverman, David Yacovone, Chuck Hogan, Jamey Ventura, Willa Farrell, Kathy Demars, Jan Roy, Senator Rich Westman, Sharon Green, Elaine Nichols, Nancy Putnam (Chair), Melvyn Patashnick (CEO). Missing from the photo: Henry Binder, MD; Walter Frame, and Carl Szlachetka.

OUR VISION: Copley Health Systems leads in providing lifelong comprehensive quality care with wellness at its core, and works collaboratively with our community to provide needed health care services.

OUR MISSION: Copley Hospital is a 501(c)(3) not-for-profit healthcare provider whose purpose is to improve the health of the people in our community by providing the highest quality of care regardless of the ability to pay.



COPLEY HOSPITAL – DEVELOPMENT
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