

2009 ANNUAL REPORT



Vision

Copley envisions a community with wellness at its core and clear access to a comprehensive continuum of quality care.

Our Mission

Copley Hospital is a not for profit health care provider whose purpose is to improve the health status of the people of the community by providing the highest quality of care regardless of ability to pay.

Our Core Values

- Compassion and respect for human dignity
- Commitment to professional competence
- Commitment to a spirit of service
- Honesty
- Confidentiality
- Good stewardship and careful administration



Picture on the cover: Megan LaCasse, Elmore and members of Copley's OR Team L-R: Pam Stengel, RN; Terry Phillips, RN; Denise Marcoux, RN; Maggie Flynn, RN; Fran Roy, RN and Susan Menne, RN

MEGAN'S STORY

"Tearing your ACL is not something anybody wants to go through, especially not your senior year of high school. But luckily I had so many wonderful people along the way to help me and make things go as easily as possible. I want to thank everybody who has helped me throughout my entire ordeal, from the initial diagnosis right up through post-op physical therapy. My surgery went much better than I could've ever imagined; everybody made sure that I was more than comfortable. The staff at Copley are not only excellent and professional, they are genuinely friendly, kind, and make patient care a priority. Under much different circumstances, I'd love to go back again!"

Megan LaCasse, Elmore "While on vacation from Florida I experienced your ER staff as well as orthopedic surgery the next day. We have never experienced such professional, efficient and personal care. Everyone was so helpful. Copley is Vermont's best kept secret. Thanks to everyone for taking care of us. We couldn't have found better care anywhere in the county!"

Ken and Deb Smith *Venice, Florida*

"Having never been in Copley Hospital's Emergency Department, I was (and am) totally impressed by the level of care and expertise I received. Copley Hospital obviously has a phenomenal team of health care professionals and I feel very fortunate indeed that I ended up there."

Tessa Milnes *Stowe*

Greensboro

"The nurse was very considerate and the doctor listened. I explained my injury and the doctor treated me, giving me ownership of my recovery. The way I envision personal

"Copley's Staff was very professional and informative. The

nurses and anesthesiologist were caring. They gave me, as a

patient, a feeling of confidence. I was given good

information, good advice, I knew what to expect. I've

already told a number of people to go to Copley if they

health care to be conducted."

Myrna Locke

Hyde Park

have a problem."

Clark Maser



Copley Health Systems leads in providing lifelong care that is comprehensive and well known for its quality. Our mission is to provide a range of sustainable services and programs that meet the evolving health care needs of our patients with the highest quality of care regardless of ability to pay. Simply put, Copley changes lives.

that consumers were reluctant to have elective procedures performed in these uncertain economic times. The Critical Access Hospital designation was created by the federal government to protect rural hospitals. The program provides additional federal funding to offset the impact relatively small volume fluctuations have on the fixed costs of care. Even

TO OUR COMMUNITY

We are pleased to present our 2009 Annual and Community Benefit Report. It provides a snapshot of how Copley contributes significantly to the health and well being of our community.

Clearly it has been a challenging year for all of us. As a small Critical Access Hospital, it is a challenge to improve productivity measures when volumes fluctuate. The volume of inpatients, surgical cases and ambulatory care clinic visits were down, while emergency visits and ancillary referral services remained strong. The implication of these results is

with this understanding, Copley feels obligated to focus heavily on containing costs and improving operating efficiency. Regulatory changes and continued reductions in reimbursement will continue to challenge Copley as well as all hospitals in the state.

The following financial reports demonstrate our commitment to investing resources efficiently and effectively. Copley continues to evolve to meet the needs of the community. FY2009 brought many positive changes, including: establishing Vermont

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Shared Services Network, a unique regional partnership among hospitals; offering a new alternative to knee replacement surgery; launching a Hospitalist program; welcoming three new physicians; and piloting a Workplace Wellness Program with area businesses. We also broke ground for an expanded Utility Plant and finalized plans to create a second Sleep Study Clinic. These plans include renovating portions of our Outpatient Services Center to increase efficiency and access to outpatient services.

Copley's patient satisfaction scores continue to exceed state and national rankings. And while volume may have been down, consider Copley provided for more than 12,600 emergency room visits, more than 330,000 diagnostic tests, 1,850

surgeries and more than 7,600 outpatient clinic visits this past year. Our Wellness Center helped people manage their diabetes, learn to make healthy eating choices and generally improve the quality of their lives. The numbers come to life in this report with testimonials provided by neighbors whose lives we've changed. It is a demonstration of the commitment and leadership of our medical staff, employees, board of trustees, volunteers and community partners.

We are thankful for your support which enables us to continue to provide expert, compassionate care and contribute significantly to the health and well being of our community. It is our privilege to be your health care provider.

Sincerely,





Over a year ago, Beth Conner of Morrisville learned she had diabetes. She was "floored" and wanted to learn more about the disease. Beth's physician recommended Copley Hospital, where she met with our team of diabetes educators at Copley's Wellness Center and, as Beth puts it, "learned how to take control of my diabetes through education."

When Beth was diagnosed with diabetes, her A1C was 10.1; a non-diabetic range is 4-6. The A1C is a blood test that measures your average blood sugar. Beth was determined to not let her diagnosis get her down. She embarked on a lifestyle improvement program that within three months brought her A1C down to 5.2 – a range that she continues to be at today.

BETH'S STORY

"I feel like a new person," says Beth. "Learning you have diabetes doesn't mean you have to change your entire life – just your lifestyle. Having diabetes is figuring out works for you. It's learning how to live your own healthy balanced life." Beth not only lowered her A1C to a healthy range, she has also lost 80 pounds and is within 20 pounds of her total weight loss goal.



Nancy Wagner, RD and Loretta Schneider, RN, Certified Diabetes Educators Copley Hospital's Wellness Center

Copley's Diabetes Education includes:

- 1:1 consultations
- Living with Diabetes Classes
- Research, medication & strategy updates to providers
- Workplace Wellness Screenings
- Free monthly community screenings

Quality Care close to home

Copley Hospital provides a unique blend of quality, compassionate, personalized, state-of-the-art medical care in a small, warm, friendly environment. For more than 75 years, Copley has defined itself as a not-for-profit provider of health care, governed by patient-centered values and supported by the community. The Hospital works diligently to carefully and efficiently allocate limited resources to provide access to the latest advances in healthcare, from competent, caring staff with state-of-the-art equipment. We provide more than essential services to our community's overall health; as one of the largest employers in the area, Copley contributes to the quality of life of every single resident.

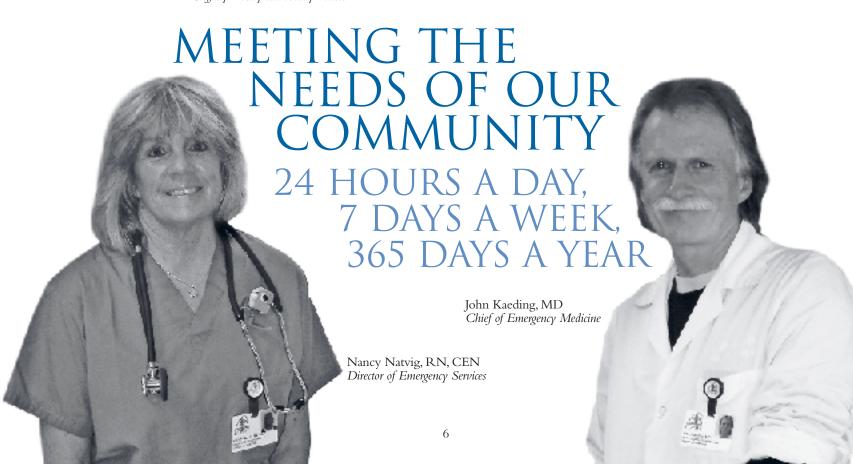


Copley's Birthing Center offers personalized supportive care including a "birthing tub." L-R Registered Nurses Lori Dupuis, Sue Fitzgerald, Steffany Mosley and Wendy Andres

Our Core Services

- **Primary Care** including laboratory services and diagnostic imaging (x-ray, MRI, CT, ultrasound).
- Women's and Children's Services with more than 250 births in our Birthing Center per year.
- **General Surgery** –a wide spectrum of surgical care including cancer (biopsies, breast, colon, melanoma), gallbladder and hernia, colorectal, trauma care, skin lesion removal and more.
- Emergency Services the area's resource for urgent care, trauma care and critical stabilizing care in life-threatening emergencies.
- Orthopedics offering the latest in orthopedic surgery technology and the newest techniques with a focus on minimally invasive surgery.

As health care evolves, so too does Copley. We continue to mirror the national trend toward providing more outpatient services. Our collaborations with Community Health Services of Lamoille Valley (CHSLV), Fletcher Allen Health



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Care, North Country Hospital, Champlain Valley Cardiovascular Associates, and other practices means Copley provides access to specialists close to home, supported by the expert, compassionate care of Copley's nursing and clinical services. We also have satellite clinics providing Rehabilitation Services in Stowe and Hardwick.

Focusing on Wellness

Encouraging Wellness continues to be at the core of our mission. We have been providing healthy living education, classes and screenings outside the hospital's walls for a number of years and we continue to develop and expand our outreach efforts. In 2009, we grouped our outreach efforts under one roof: Copley Hospital's Wellness Center, located on Farr Avenue, behind the Hospital. The Center houses several nurses, diabetes educators and two "quit smoking" coaches with a focus on

wellness/prevention and education to help people personally manage their health.

Copley's Wellness Team worked with area preschool and elementary schools, providing education on nutrition, keeping your heart healthy and the importance of hand washing. Area schools we worked with this past year include Hyde Park Elementary, Cambridge Elementary, Hardwick Elementary, Wolcott Elementary, Eden Central School, Stowe Cooperative Nursery and Albany Preschool. Copley also worked with local senior living facilities and churches to offer free blood pressure and blood sugar screenings in the community as well as workshops and discussions on topics pertinent to our community's aging population. Copley's Wellness Center also offers 1:1 quit smoking support and diabetes management.

Quitting smoking is probably the most difficult task anyone could ever undertake. I had been a one pack per day smoker for 15 years. I learned that Copley had a program for smokers who wanted to quit and I made the decision to meet with one of their quit smoking coaches to see what kind of help was offered through the program. With Copley's help, I planned out my road to quitting. They had tools to help me learn about my habit and identify triggers, plus strategies to

TREVA'S Treva Southworth

Scheduler, Mansfield Orthopaedics, a practice of Copley Hospital

help occupy my mind and hands during cravings. I was very excited and nervous to go through the process, but I knew I had to. I reached my quit date, and I quit. Unfortunately two weeks later, I began smoking again. My quit smoking coach helped me realize that a lot of times it takes more than one attempt. It took a little time, but once more I made the decision to guit and my husband decided to join me his time.

I am now 2½ years smoke free, and so is my husband. We feel better than we have ever felt, and we are so very proud to be non-smokers. We know that we do not want to ever smoke again, and we're confident that we won't. We were provided all of the right tools to be successful. Although it was difficult at first, it actually did not take very long to get through the tough part. We are so grateful to be set free from the chains of nicotine, and we appreciate all of the help that we received from Copley's quit smoking program.

"This health assessment puts things in perspective. It's harder to ignore things when you see it in black and white."

Manufacturing Solutions, Inc. Employee

For many years local businesses have called upon Copley to provide on-site screenings, health fairs and seasonal flu vaccine clinics. In fact, Copley works with more than 30 local employers and continues to expand its wellness offerings.

In 2009, Copley's Wellness Center, in collaboration with the Union Bank and Manufacturing Solutions, Inc., piloted the Workplace Wellness Program. This program is designed to motivate healthier lifestyles for employees, and provide a healthier workforce for employers. The comprehensive program utilizes group and 1:1 health coaching and the confidential computerized Health Assessment. It encourages employees to take ownership of their own health by identifying behaviors such as unhealthy eating, tobaccos use and inactivity that lead to chronic illness.

wellness program."

Senior Vice President for

Human Resources and Branch Administration

Jeff Coslett

address the health risks of their specific workforce. The aggregated data from across the county also enables Copley to begin tracking the impact of our wellness efforts. You can learn more about Copley Hospital's Wellness Center by calling 888-8369 or online at copleyvt.org.

BY FOSTERING A HEALTHY "Copley offers a first class program. We have been working with the hospital's wellness center for the past WORKFORCE several years offering a variety of screenings to our employees. More recently we added the computerized health assessment tool. The investment has proven invaluable – the goal is healthier employees and a healthier bottom line. We look forward to a long term relationship with Copley as Union Bank's Jeff Coslett with Copley's Wellness Center's Linda Shaw, RN. Union Bank advances our

CHANGING

Worksite health screenings

highly effective way to

encourage employees to

improve their own health.

assessment, each employer

can develop educational plans and opportunities to

are an affordable

By aggregating the

data from the health

Mansfield Orthopaedics at Copley First to Offer Patient Specific Knee Implants

Bryan Huber, M.D. was the first orthopedic surgeon in Vermont to introduce two new minimally invasive procedures utilizing patient-specific, custom-designed knee implants. Utilizing the ConforMIS iFormaTM and the iDuoTM implants, the procedures use advance technology that converts cat scan (CT) and magnetic resonance imaging (MRI) data into personalized implants designed to

> conform to the unique structure of the patient's joint.

> > Customizing the implants to a patient's anatomy makes for a less traumatic procedure, which in turn reduces

Vermont's first mini resurfacing of an arthritic knee was also introduced by Mansfield Orthopaedics at Copley Hospital. The minimally invasive procedure resurfaces only the damaged part of the patient's knee. This new approach is far less invasive and less expensive than a traditional knee replacement surgery.

Community Hospitals Form Collaborative

Copley Hospital, Gifford Medical Center and Porter Medical Center created the not-for-profit Vermont Hospital Shared Service Network (VEHSSN). The three critical access hospitals created the organization to enhance clinical and supportive services and reduce costs as permitted by law. Among the areas of collaboration VEHSSN is surgical and recovery times. exploring are: the joint negotiation and purchase of

Eric Mullins, MD and Bryan Huber, MD

THE YEAR IN REVIEW

One word describes FY09 for Copley Hospital: Groundbreaking.

Copley Health Systems Trustees and Foundation Committee members joined in the groundbreaking for Copley Hospital's new Utility Plant expansion. Pictured are (1 to r) Trustees David Yacovone, Jan Roy, Copley Health Systems President Mel Patashnick,

Trustee Elizabeth Rouse, Foundation Committee members Polly Manosh and Henry King and Trustee Dana Wildes. The \$1.9 million dollar plant houses two new boilers, and marks the start of a three phase facility renovation.



health insurance for the hospitals' staff and families to reduce costs; shared service opportunities with information technology, allied health professional and physician staffing and recruitment; and identifying other opportunities to enhance service, quality and/or productivity.

Therapist of the Year

Steve Cothalis, a respiratory therapist at Copley Hospital, was honored with the Therapist of the Year Award by the Vermont/New Hampshire Society for Respiratory Care. Steve, a respiratory therapist for

nearly 30 years, coordinates our monthly "Breathe Easier" support group for people with chronic pulmonary disease.



Therapist Steve Cothalis being congratulated by Greg Ward, Senior Director

Electronic Health Records

Copley has a strong vision for the future that focuses on access to the health record across the community from Primary Care Physician, to Specialist, to Copley Hospital and reaching out to partner hospitals and health care providers. Copley conducted a hospital-wide Information Technology audit as the first step in coordinating a hospital

wide initiative to implement an Electronic Health Records system. In addition, we welcomed Informatics Clinician Patrice Knapp, RN. Patty works closely with Patient Care



Conrad Garven, IT Director with Informatics Clinician Patty Knapp, RN and Jaimie Welcome, RN.

Services and Information Technology (IT) and is instrumental in our ongoing adoption of electronic health and medical records, ensuring computerized systems are consistent with professional standards of clinical practice.

Improvements in Patient Care

Copley is now providing peripherally inserted central catheter (PICC lines) using new Ultrasound Imaging Equipment. A PICC line is a long thin tube that is inserted into a vein in the arm above the elbow and below the shoulder. The catheter is then moved through the body via veins until its tip reaches the superior vena cava, one of the central venous system veins that carry blood to the heart. The PICC can be left in for weeks or months and is used for prolonged intravenous therapy, such as chemotherapy, so a patient can avoid the prick and pokes of starting a new IV for each session. They are also used for patients with veins that are difficult to access. We are grateful to the Lucy Nesbit Charitable Fund for funding the purchase of the new Ultrasound equipment.

Providers in the Emergency Department now use a GlideScope to get a clear, real-time view of the patient's airway. The scope uses a high resolution camera and color monitor to facilitate intubation.

"It is extremely useful for restricted or small airways, allowing for both normal and restricted views, explains Nancy Natvig, RN and Copley's Nurse Director of Emergency Services.



egistered Nurses Nancy Natvig and Dorothy Cook assisting Dr. John Kaeding with the GlideScope.

Greening Up

Copley continues efforts to reduce our environmental footprint. We are now utilizing LED (light-emitting diode) lights in our parking lots and are testing lower watt bulbs for indoor use. All of the scrap metal from our utility plant construction is being recycled. We continue to use china and silverware for our Nutritional Services, offering recyclable food containers only if requested. Our staff is doing a good job of recycling as many materials as possible.

Regular, ongoing check-ups are vital to your health. Regular check-ups are also vital to Copley Hospital; it is how we measure the quality of care we are providing to our community.

We collect and submit data to the Centers for Medicare and Medicaid Services (CMS) regarding appropriate core measures of care for inpatients with certain medical conditions or surgical procedures. These measures are research-based guidelines that represent widely accepted standards of care.



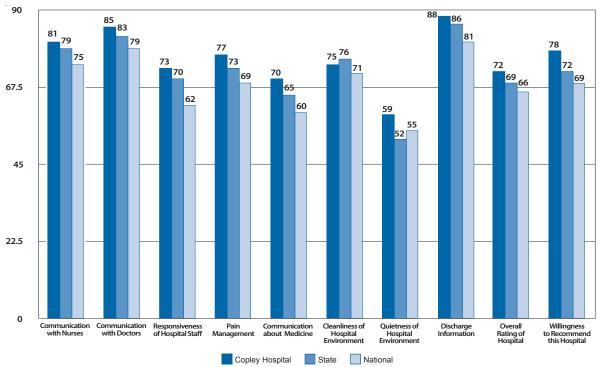
Core Measures		Oct Dec. 2008	Jan March 2009	April - June 2009	July - Sept. 2009	2008 State Average	2008 National Average
	Heart Attack Care	No Cases	100.0%	100.0%	100.0%	95%	91%
	Heart Failure Care	100.0%	100.0%	95.5%	94.4%	85%	82%
	Pneumonia Care	88.7%	90.3%	89.7%	100.0%	83%	82%
	Preventing Complications from Surgery	95.8%	100.0%	81.8%	93.2%	86%	80%

Source: 2008 State & National Averages: Center for Medicare and Medicaid Services' Hospital Quality Alliance: Improving Care Through Information: Hospital Performance Report. Quarterly Data: Copley Hospital Data as Reported to Centers for Medicare and Medicaid Services as of 12/2009.

Good Performance Slightly Below Target Goal

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 (HCAHPS) and through our ongoing work with Press Ganey Associates to survey our patients.

Hospital Consumer Assessment of Healthcare Providers and Systems October 1, 2008 to September 30, 2009



Patient Satisfaction Scores from Press Ganey

Indicator	Q1/2009 Oct. 08-Dec. 08	Q2/2009 Jan. 09-Mar. 09	Q3/2009 Apr. 09-June. 09	Q4/2009 July 09-Sept. 09	Target	
Ambulatory Surgery	90.6%	89.1%	92.2%	94.5%	91.8%	Compared to hospitals in PG database performing 7000-9000 proceedures annually
Emergency Department	88.1%	87.5%	84.1%	88.2%	87.5%	Compared to all EDs in critical access hospitals in PG database
Inpatient Units	90.0%	90.8%	89.3%	91.0%	88.1%	Compared to all Inpatient in all Vermont hospitals in PG database (13 of 14)
Obstetrics	86.6%	90.4%	92.6%	90.7%	88.1%	Compared to all Inpatient in all Vermont hospitals in PG database (13 of 14)
Components of Care						
Respect & Caring	89.4%	90.3%	89.9%	91.7%	88.6%	Compared to all Inpatient in all Vermont hospitals in PG database (13 of 14)
Information/ Communication Sharing	92.0%	93.5%	92.2%	92.9%	91.6%	Compared to all Inpatient in all Vermont hospitals in PG database (13 of 14)
Coordination of Care	94.1%	94.1%	93.8%	92.9%	91.4%	Compared to all Inpatient in all Vermont hospitals in PG database (13 of 14)
Involving Family	88.4%	89.9%	91.1%	91.9%	88.6%	Compared to all Inpatient in all Vermont hospitals in PG database (13 of 14)

Good Performance Slightly Below Target Goal

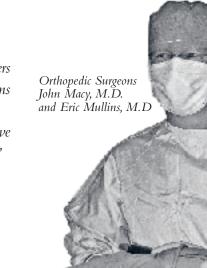


Members of Copley's Quality Initiatives Team include Avril Cochran, RN, Director of SCU and Med Surg; Steffany Mosley, RN, Birthing Center Nurse Manager; Aaron French, RN, Senior Director of Nursing Services; Laura Cole, Director, Quality Management; Eileen Paus, RN, Infection Control Nurse; Amanda Cookson, Risk Management Coordinator; Jane Oliphant, RN, Nurse Educator; Dan Lewis, Director of Pharmacy and Kristy Pillsbury, RN, Case Manager, Patient & Family Services.

"Copley's commitment to continuously monitor and improve the quality of care - and the care with which we give it is demonstrated across all departments and disciplines. Members of clinical and non-clinical departments work together on Teams to systematically advance our quality and patient satisfaction initiatives. Their hard work and devotion has produced positive results in our Core Measures and Patient Satisfaction scores."

Laura Cole

Director, Quality Management



Copley Hospital is committed to providing health care to everyone in need, regardless of their ability to pay. We never turn anyone away from our hospital or emergency room. Copley provided \$822,160 in charitable care this year.

Copley's Financial Assistance Counselors are available to help patients benefit from our financial assistance program.

- We provide a discount to all patients of limited means who do not have health insurance
- We assist patients whose financial situation makes it difficult to pay their bill – regardless of whether they have insurance or not
- We assist patients in applying for additional assistance programs for which they may qualify.
 This includes applying for other federal, state and local programs including Medicare, Medicaid,
 VHAP and other local medical assistance programs.

Patients often come in to thank me personally after I've helped them receive the care they need. They are always so delighted. One of my fondest memories is of a woman from Morrisville. When I helped her fill out her Copley Financial Assistance application, she mentioned she wasn't able to afford her medication, so we also filled out an application for Vermont Health Access Program (VHAP). She was approved for both Financial Assistance with her Copley expenses and the V-Pharm prescription plan which helped pay for her medication. I also helped her get set up with the local Food Shelf. When I went to her that night to bring the food from the food shelf, she hugged me and started crying; she said thank you so much. I saw her a few weeks ago and she looked so much better and she thanked me again for my help. It was satisfying to see that she had benefited from my help. I'm very glad that I can make a difference in our patients' lives.

ANGELA'S STORY

CHANGING LIVES... WITH ACCESS AND A HELPING HAND

Angela's Advice:

- Talk with us about your situation; we're here to help
- Don't worry about your bill; we'll work with you
- Don't ignore your bill; talk with one of our financial counselors



WELCOMING NEW PHYSICIANS

Jennifer Peters, MD Director, Copley Hospitalist Program



In September, 2009, we launched our Hospitalist Service. Copley's Hospitalists are available 24 hours a day, seven days a week to care for patients that are hospitalized. Hospitalists work closely with your primary care physician and coordi-

nate care with nursing staff and other in-hospital care providers such as physical therapy, laboratory, dieticians and patient and family services. The Hospitalist enables primary care providers to spend more time in their clinics, increasing access to care for everyone.

Dr. Peters has more than 10 years of experience as a Hospitalist coming most recently from Jordan Hospital in Plymouth Massachusetts. A graduate of Middlebury College, Dr. Peters received her medical degree from the University of Utah School of Medicine. She completed her internship and residency in Internal Medicine at Dartmouth Hitchcock Medical Center.

"I enjoy the variety of patients, illnesses and situations that I manage at work. Every day is a little bit different, and I never know who or what I am going to see and treat. I feel like I am constantly learning- from the patients, from the nurses, from other doctors, from families and from the illnesses. This learning keeps me on my toes and keeps my work challenging and interesting."

Dr. Peters and her family have lived in Vermont since 1997. She and her family enjoy the outdoors and have special interests in hiking, biking and skiing.

Anne Viselli, MD Gynecology and Urogynecology



Dr. Viselli joined Copley Hospital in July. In addition to routine well-woman care, she specializes in urinary incontinence and problem gynecologic care. She completed her residency in Obstetrics and Gynecology at Women and Infants'

Hospital and her fellowship in Urogynecology and Reconstructive Pelvic Surgery at the Greater Baltimore Medical Center. Formerly a member of the academic faculty at Fletcher Allen Health Care, Dr. Viselli opened her private practice in Williston, Vermont Women's Wellness, in 2005. She is a member of the American Urogynecologic Society, the International Continence Society, the International Urogynecologic Association and is a volunteer physician for International Volunteers in Urology, a non-profit organization committed to providing quality urologic care to developing countries.

"I'm attracted to Urogynecology because it brings all the pelvic organs together — the reproductive organs, rectum and the bladder — in a supportive way. It enables me to treat my patient as a whole rather than just treat one part of their problem."

Nurturing Future Nurses

Copley Hospital collaborates with Vermont Technical College's Nursing Program to mentor student nurses, providing them with ability to provide clinical patient care under direct supervision of their clinical instructor in all areas. Copley mentored eight student nurses in 2009.



Genette Hoffman, RN with student nurse Cybele Joy

Anesthesiology

Copley Hospital Practice Joan Fox, CRNA Susan Lawlor, CRNA Mirjam McCormack, MD Colleen Parker, MD

Cardiology

Champlain Valley Cardiovascular Associates

> Kevin T. Carey, MD Walter Gundel, MD Steffen Hillemann, MD Janet Kirwan, MD Adam Kunin, MD Joseph Winget, MD

Dentistry

Birchwood Dental Associates Murray Diner, DDS Neurology

Neurology Clinic Jean Marie Prunty, MD

Nurse Midwifery

The Women's Center Jackie Bromley, CNM Marjorie Kelso, CNM

Obstetrics/Gynecology

Independent Practice Fred Rossman, MD

Vermont Women's Wellness Anne Viselli, MD*

*Gynecological and Urogynecology only

Pulmonology

Northern Vermont Center for Pulmonary/Sleep Medicine Veronika Jedlovszky, MD

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

Rehabilitation Services

All Copley Hospital Practices Copley Hospital Hardwick Physical Therapy Mansfield Orthopaedics Stowe Physical Therapy

PHYSICIAN DIRECTORY AND SERVICES

Dermatology

Fletcher Allen Health Care Dermatology K. Schwarzenberger, MD Christine Sowle, PA

Diabetes Educators

Copley Hospital Practice Loretta Schneider, RN, CDE Nancy Wagner, RD, CDE

Emergency Medicine

Copley Hospital Practice Liam Gannon, MD Jacqueline Goss, PA Patrick Heaghney, MD John Kaeding, MD Neil Nigro, MD Charles Osler, FNP James Picone, PA Joseph Subasic, MD Daniel Wolfson, MD

Gastroenterology

Independent Practice Joel Silverstein, MD

General Surgery

Green Mountain General Surgery C. Dyeanne Racette, MD Brian Smale, MD

Independent Practice Patricia Jaqua, MD

Hospitalist Program

Apogee Physicians Iulian Benetato, MD Jennifer Peters, MD

Internal Medicine

Hardwick Health Center Brendan Buckley, MD

Independent Practice Robert Kozub, MD

Independent Practice Henry Southall, MD Oncology

FAHC/Copley Hospital Oncology Outreach Clinic Julie Jae Olin, MD Liesl Steiner, NP

Ophthalmology

Independent Practice Mark Iverson, MD

Optometry

Independent Practice David Garbutt, OD

Orthopedics & Sports Medicine

Mansfield Orthopaedics, a Copley Hospital Practice Laura Drenen, APRN-BC Robert Feinberg, PA-C Bryan Huber, MD Richard James, MD Eric Mullins, MD Nella Wennberg, PA-C

Otolaryngology (Ear, Nose & Throat) Independent Practice

Paul Julien, MD

Pain Management Independent Practice

Anne Vitaletti-Coughlin, MD

Pathology

Independent Practice John Mech, MD

Vermont Dermatolpathology Catherine Antley, MD

Pediatrics

Ryder Brook Pediatrics Sarayu Balu, MD

Psychiatry

Behavioral Health (CHSLV) Judith Nepveu, MD Rheumatology

Fletcher Allen Health Care Rheumatology Nicole Hynes, MD

Sleep Lab

Northern Vermont Center for Pulmonary/Sleep Medicine Ďavid Álsobrook, MD Lisa Ahlemeyer, PA-C

Urology

Green Mountain Urology, Inc. Betsv Perez, MD Wynne Kirschbaum, PA

Family Practices

Hardwick Health Center (NCHC) Mark Lichtenstein, MD Sarah Morgan, MD

Johnson – Independent Practice Christine Malcolm, FNP Paul Rogers, MD

Morrisville Family Health Care (CHSLV)

Kim Bruno, MD David Coddaire, MD Chervl Holton, FNP Philip Kiely, MD David Roy, MD

Morrisville - Independent Practice Gary Waring, MD

Stowe Family Practice (CHSLV) David Bisbee, MD Clea James, MD Patrick Keith, MD Katherine Marvin, MD Melissa Volansky, MD

Honoring excellence is a long standing tradition at Andrew Duff, RN in Emergency Services, was Copley. We are proud of our record for providing outstanding care. Copley continues to score in the top 5% for in patient care compared to national averages. This record is due to Copley's wonderful staff and their commitment to providing expert care with a personal touch.

Each year, we honor three employees who best exemplify our commitment to patient care and satisfaction. Our honorees this year include:

Karin Vossler, a radiology technologist, was recognized with The Goddard Family Award, an award that recognizes excellence in a non-nursing position.

Karin, known by her



Karin Vossler, Radiology Technologist, was given our Goddard Family Award for Excellence by Dr. Joel Silverstein.

peers for doing what needs to be done, is an expert in trauma radiology. "Dependable, efficient and always smiling" is how she is described. We thank her for her 24 years of dedication and commitment to quality care.

presented with the Edward French Memorial. Medical Staff President Dr. Joel Silverstein described the award as one of true honor as the

Medical Staff elected years ago to remember Dr. French with a nursing award that recognized exemplary caring, competence and clinical skills. Dr.

Silverstein extended gratitude to Andrew,

Dr. Joel Silverstein congratulates Andrew Duff, RN for winning the Edward French Memorial Award for Outstanding Care and Service. saying "We appreciate

all that you do for your patients, the Emergency Team and for taking care of us, the doctors."

Congratulations Karin, Wendy, and Andy!

AWARDS FOR EXCELLENCE

The nominations for "Employee of the Year," Copley's most prestigious award, are driven by staff. Wendy Kruger, our Quality Management Coordinator, was honored as Copley's Employee of the Year. Wendy is dedicated, helpful, and always willing to help other staff without compromising her own work responsibilities. Copley President Mel Patashnick praised her, saying "Wendy is thorough and accurate with her work and enjoys taking on challenges."



A hospital is only as good as its staff. Our staff demonstrates every day their expertise and dedication to providing outstanding care to all. In 2009, we honor these employees for their outstanding commitment.

CELEBRATING OUR STAFF'S COMMITMENT TO SERVING OUR COMMUNITY

40 Years of Service:

Jean Williams Central Supply Tech, Hardwick

35 Years of Service:

Peter Kramer, PT Morrisville

30 Years of Service:

Shelley Boivin Central Supply Tech, Hyde Park

Mary Boyce Phlebotomist/Receptionist, Hyde Park

20 Years of Service:

Janice Borg, LPN Morrisville

Laura Denton, LNA Staffing Coordinator/House Service Aide, Craftsbury

Susanne Fitzgerald, RN, Wolcott

Iean Williams being recognized for 40 Eden years of service with Melvyn Patashnick President & CEO

Connie Hamel Site Manager and Resident Services Coordinator - Copley Terrace, Hvde Park

Kathy Parsons Radiology Technologist, Jeffersonville

Beverly Ryder Patient Account Representative, Morrisville

Linda Shaw, RN Wellness Center Manager, Wolcott

15 Years of Service:

Jane Buonanno Transcriptionist, Wolcott

Robert Crum Housekeeper/Security, Hardwick

Donna Peake, LNA House Service Aide. Hyde Park

Susan Reed, RN *Jeffersonville*

10 Years of Service:

Sarah Black Transcriptionist, Morrisville

Scott Carruthers, RN

Elizabeth Daniels, RN

Patricia Driscoll, PA

Abigail Earle Pharmacy Technician, Eden Mills

Margaret Higgins, PT

Alton Ingalls Housekeeper/Security, Johnson

Wendy Kruger Quality Management Coordinator, Hardwick

Angela Lamell Senior Accountant, Johnson

Jane Oliphant, RN Nurse Educator, Wolcott

Terry Phillips, RN

Karen Rhodes, RN Clinical Administrative Supervisor, Morrisville

Carole Russell Legal Correspondent Representative, Hyde Park

Cathryn Wright Activities Director/Services Coordinator - Copley Woodlands, Waterville

Bonita Wyman Sous Chef, Hyde Park

5 Years of Service:

Kim Austin Puleio Social Worker, Hyde Park

George Bakker, RN Worcester

Patricia Cornock, RN Morrisville

Patrick DiDomenico Front Desk, Stowe

Mary Doonis, RN Johnson

Leslie Foltz Medical Staff Coordinator, Wolcott

Bethany Fox, RN Clinical Administrative Supervisor, *Iericho*

Nicholas Garven Housekeeper/Security, Morrisville

Emily Gilbert Transcriptionist, Hyde Park

Patrica Halpern Reiss, RN Waterbury Center

Laurie Hanson, RN Montpelier

Jenny Hastings Housekeeper/Security, Hardwick

Sandra Hoag Lab Aide, Johnson

Deborah Ingalls, LNA

Ronald Judd Housekeeper/Security, Hyde Park

Lawrence King Network Administrator, Swanton

Amanda Locke Food Service Aide, Hyde Park

Leslie Martin Unit Coordinator, Irasburg

Mirjam McCormack, MD Anesthesiologist, Morrisville

Daniel Moeck Grounds Worker, Stowe

Erin Niles, PT Cardiac Practitioner Eden Mills

Heidi Richard OR Scheduler, Hardwick

Albena Serguiev, RN Craftsbury

Moriah Stokes Waitstaff/Utility Copley Woodlands, Morrisville LACiNg Up For Cancer, the annual walk-a-thon for the Lamoille Area Cancer Network, is an event that touches many within the Copley family as well as our community. Copley Hospital has been an integral part of the event since its inception. "It is a signature event for both the hospital and our staff," says Copley President Mel Patashnick.

In addition to providing financial and in-kind support, many of the hospital employees and their extended families support the walk in a variety of ways. An event this size demands dedicated coordinators, organizers and on-site contacts. You'll recognize many Copley faces serving in these roles as event planners, guest speakers, food servers, crew for site set-up, maintenance and tear-down, face painters and the cooks responsible for the delicious brick oven pizza served at the event.

Many more Copley employees participate in teams, walking in support and honor of loved ones. Copley's presence is not only evident to the overall walk, it is gratifying and inspiring to watch as survivors and their families reunite with hospital physicians and nursing staff.

More than 60 Copley staff support this important community event and Copley Hospital continues to be an official sponsor. The event raised \$134,000 to assist cancer patients in the Lamoille Area.

Our beautiful hula girls: Joyce Tenney, LNA; Sandy Grace, RN; Bonnie Marshall, ACU Receptionist; Margaret Walker, Radiology Technologist and Sue Alexander, LNA.







CELEBRATING VOLUNTEERS!

We are so truly grateful for the gift of volunteers. Our corps of more than 100 volunteers serve an important role within the Copley family. These men and women take great pride in their work, gaining satisfaction from performing meaningful tasks to enhance the patient experience at our community hospital.

Our Volunteers assist throughout the hospital. They are the warm, friendly faces greeting and assisting our patients and visitors at the information desk. They are an additional caring

June Allaire, Gift Shop Helen Anderson, Hospital Pat Ainsworth, Hospital Anne Atherton, Gift Shop Rosemary Arnold, Hospital and Second Chance Lorraine Bailey, Second Chance Adina Barron, Hospital Judy Bolio, Gift Shop Julie Bourne, Gift Shop and Second Chance June Boudreau, Second Chance Wanda Bradford, Second Chance Benjamin Brayton, Gift Shop Elinor Brayton, Gift Shop Joan Brown, Gift Shop Linda Brown, Hospital Molly Brown, Second Chance Sue Burrill, Gift Shop Betty Busch, Hospital

April Cady, Second Chance Philip Camley, Hospital Joan Camp, Gift Shop Linda Cannon-Huffman, Hospital Alice Chase, Gift Shop Joan Churchill, Second Chance Florence Ciccolo, Hospital Joe Ciccolo, Hospital Martha Clelia, Gift Shop Common Thread Quilting Guild Jennifer Cote, Second Chance Sarinthip Cote, Second Chance David Davison, Hospital Gretchen Damon, Hospital Pricilla Draper, Second Chance Shelia Darrah, Hospital Seline Deciucies, Second Chance Phyllis Despault, Hospital Ben & Buster Edwards, Hospital Connie Edwards, Second Chance

presence to our hospitalized patients on the Medical Surgical unit, offering conversation or simply companionship. They provide clerical assistance, assist with inventory and stocking of materials, and deliver mail. In addition to time, many volunteers share their unique skills. We are fortunate to have many home knitters who keep our newborns warm with hats, booties, sweaters and blankets. In addition, many of our volunteers assist in staffing the hospital gift shop and Second Chance, a local thrift store. Both Second Chance and the Gift Shop are run by Copley Hospital Auxiliary, with proceeds benefiting the hospital.

It is with great pleasure that we recognize the following volunteers:

Sigrid Endreson, Hospital Lilalee Fellows, Second Chance Betty Flory, Hospital Esther Fontaine, Gift Shop Elaine Foster, Second Chance Gerry Furlong, Second Chance Judy Grosvenor, Hospital and Second Chance Janet Gonyea, Hospital Ann Harwood, Hospital Barbara Hayford, Second Chance Joan Hazeltine, Second Chance Bertha Hooper, Gift Shop Madeline Hooper, Second Chance Betty Hunt, Second Chance Lois Keith, Second Chance Steve Kennison, Hospital Illa King, Second Chance Lisa Kirk, Second Chance Scott Krueger, Hospital

Christine Laine, Second Chance Melissa Lang, Hospital Joyce LaRow, Hospital and Second Chance Joyce Lawrence, Gift Shop Midge Lechevalier, Hospital Abigail, Michele and Chester Lesoine, Hospital Lisa Anne Loucka, Second Chance Elvira Loyola, Gift Shop Jean Lumbra, Second Chance Mac Manning, Hospital Karen Mattison, Second Chance Gabrielle McCorkill, Second Chance Fran Melcher, Gift Shop Eleanor Mercia, Second Chance Donna Merriam, Second Chance Pearl Metayer, Second Chance Bill Minton, Hospital Ioshua Mollander, Hospital



Volunteers continued

Sally Nolan, Second Chance Robert Norton, Gift Shop Vivian Norton, Gift Shop Jean O'Rourke, Hospital Gurli Olsen, Hospital and Second Chance Luanne Palardy, Second Chance Nancy Patterson, Hospital David Peters, Hospital James Philbrook, Gift Shop Dorothy Piche, Hospital George Piche, Hospital Arlene Preston, Gift Shop Jeannette Randolph, Hospital and Gift Shop Liz Raymond, Gift Shop and Second Chance Jeannette Ring, Gift Shop

and Second Chance Sue Roberge, Second Chance Jean Roberts, Hospital Janice Rushford, Gift Shop Sam Ruggles, Hospital June Russell, Second Chance Ann Sabino, Second Chance Addie Salls, Gift Shop Ken Salls, Gift Shop Dolores Schaarschmidt, Hospital Shayde Shaffer, Hospital Judy Shanley, Second Chance Carol Smith, Gift Shop Donna Smith, Second Chance George Spear, Hospital Edna Snow, Second Chance Robert Snow, Second Chance

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Fonda Whitemore, Second Chance
Irene Wilkins, Gift Shop and Hospital
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Arlie Williamson, Second Chance
Maureen Wilson and Sampson,
Hospital
Gloria Wing, Hospital
Margaret Woodard, Second Chance
JoAnn Wykoff, Second Chance
Joe Yacavone, Gift Shop
Donna Young, Hospital
Jenna Zukswert, Gift Shop

In Fiscal Year 2009, 126 Volunteers Donated 16,136 hours of Service to Copley Hospital.

COPLEY HOSPITAL AUXILIARY... HELPING COPLEY CARE FOR THE COMMUNITY

The 90 members of the Copley Hospital Auxiliary help keep the Gift Shop and the Second Chance thrift store fully stocked and open. The proceeds from these two shops make up the bulk of the funding raised by the Auxiliary to benefit Copley. The Auxiliary also holds two seasonal bake sales. Through these efforts, the Auxiliary provided \$25,000 to Copley, funding the purchase of a Glidescope for intubations in the Emergency Department and equipment for the Operating Suite.

The first of two donations made by the Auxiliary this year. Pictured are L-R: Gurli Olsen, Auxiliary Treasurer; Leah Hollenberger, Copley's Senior Director of Development; Judy Shanley, Auxiliary President; Mel Patashnick; Greg Ward, Senior Director of Clinical Services and Judy Grosvenor, Auxiliary Secretary. The Auxiliary is more than simply a fundraising group; socializing is important too! Each year, two luncheons are held, providing a chance to catch up with each other and hospital news as well as enjoy a little entertainment. This year's luncheons featured a program on Aging Gracefully and a Second Chance Fashion Show.



Copley Hospital saves and changes lives, each and every day. We're able to care for our community because of the many generous donors who give willingly. They understand that it is not the size of the gift, but participation that matters. Their participation helps Copley to stay current and responsive; able to meet the anticipated and the unforeseen needs of our patients and our community.

CHANGING LIVES... HEIP

Our new, donor-funded Hematology Microscope helps



A special thank you to an extraordinary group of volunteers: our Foundation Committee. They work year round, helping with fundraising events, spearheading the Annual Fund Campaign and inspiring others to join them in supporting Copley.

Foundation Committee

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Donors helped Copley purchase new OR equipment.

The next several pages are a wonderful display of the kind individuals, companies and organizations that supported our non-profit community hospital in FY 09, October 1, 2008 – September 30, 2009.

2009 REPORT OF GIVING

In addition to the many donors listed over the next several pages we also extend thanks to our many anonymous donors.

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Jack Drowne George H. Fearons Gerald Kirchner Sumner "Joe" House John M. Wood John Stevenson

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Every effort has been made to ensure this report is accurate and complete. Please accept our apology for any inadvertent errors or omissions. Please report any errors to our Development Office at 802.888.8301 so that we may correct our records.

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CHANGING LIVES... WITH A FUN TIME

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Save the date!

The 2010 Stowe Wine

and Food Classic,

June 18-20, features the

wines of Owen Roe and cooking demonstrations

with Chef Annie Copps,

Food Editor

Yankee Magazine's Senior

Marino Bartolomei Waterbury Center

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Bruce Cooke Warren

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Leah Hollenberger Copley Hosptial

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Stowe Wine & Food Classic

The Stowe Wine and Food Classic continues to attract the attention of culinary afficiandos both near and far. Coordinated by Stowe Charities, Inc. to benefit Copley Hospital's Charitable Care Program, the three day event features an intimate wine tasting, a gala dinner/dance and rare wine and luxury item auction, culminating in a Grand Tasting Day that features celebrity cooking and wine seminars and a variety of tempting tidbits from Vermont's renowned chefs. Trapp Family Lodge donates their resources, setting the Classic in their famous meadow, framing the unique experience with gentle breezes, fresh air and gorgeous views of the Green Mountains we love.



Sam Von Trapp is intrigued with the auction offering presented by John Fagan



Ed Schwarz was instrumental in coordinating the Grand Tasting

Our thanks to the Stowe Charities, Inc. Board and Event Committee for their passion for good food and drink and their commitment to their local community hospital.

Stowe Charities, Inc. raised \$20,000 for Copley's Charitable Care Fund with the Stowe Wine and Food Classic. Presenting the check to Copley's Mel Patashnick and Leah Hollenberger are Stowe Charities' Jack Sykas, Peter G. Anderson, Greg Paus, Sam Von Trapp of Trapp Family Lodge and Tony Campos.



22nd Annual Copley Scramble

There were many winners, but when all was said and done, Copley was the biggest winner of this year's 22nd Annual Copley Scramble, raising more than \$13,000 for Copley's Charitable Care Fund. The event would not have been possible without the help of Copley Hospital Foundation Committee members John Merrill and Polly Manosh.

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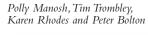
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Balance Sheets

Assets	FY2009	FY2008
Operating cash and cash equivalents	\$ 4,498,999	\$ 1,670,175
Patient accounts receivable, net	\$ 2,888,720	\$ 3,305,283
Inventory	\$ 1,711,478	\$ 1,683,582
Prepaid expenses	\$ 743,792	\$ 946,043
Other accounts receivable	\$ 169,874	\$ 130,157
Assets limited as to use	\$ 6,350,152	\$ 5,625,929
Property and equipment, net	\$10,459,119	\$ 9,533,973
Donor restricted assets	\$ 3,679,055	\$ 4,578,878
Deferred financing costs, net	\$ 65,307	\$ 68,493
Deferred compensation	\$ 545,828	\$ 408,396
Total assets	\$31,112,324	\$27,950,909
Liabilities and net assets		
Accounts payable and accrued expenses	\$ 3,486,001	\$ 2,440,191
Accrued payroll and related expenses	\$ 3,315,080	\$ 2,039,813
Estimated third-party payer settlements	\$ 690,997	\$ 450,341
Deferred compensation	\$ 545,828	\$ 408,396
Long-term debt	\$ 3,865,000	\$ 3,960,000
Restricted net assets	\$ 3,679,055	\$ 4,578,878
Unrestricted net assets	\$15,530,363	\$14,073,290
Total liabilities and net assets	\$31,112,324	\$27,950,909

Service to the Community

	FY2009	FY2008
Patient Visits		
Admissions	2,365	2,599
Births	252	275
Emergency Room Visits	12,601	12,614
Critical Care Transports	79	96
Diagnostic Tests		
Laboratory Tests	308,775	304,077
Imaging (Radiology, Ultrasound,	29,193	29,332
CT, MRI,		
Nuclear medicine)		
Clinic visits	7,604	7,415
Rehabilitation Treatments	57,041	61,811
Respiratory Therapy and related Procedures	11,204	12,440
Surgeries	1,851	1,895
Payer Mix		
Medicare	31.5%	31.6%
Medicaid	19.4%	18.8%
Commercial	45.4%	45.2%
Self pay	3.7%	4.4%
Total	100%	100%

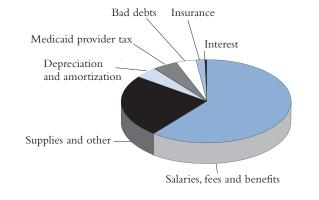
FINANCIAL STATEMENTS

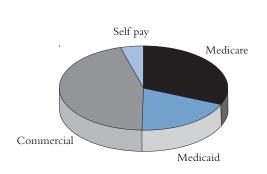
Copley Hospital Inc. Statement of Revenue and Expense (Audited)

Revenue

Gross revenue Less: Charges not paid by payers Less: Charity care Other revenue	\$66,543,609 (\$22,429,550) (\$822,160) \$2,288,457	\$65,131,093 (\$21,233,826) (\$795,628) \$ 1,010,560
Total Revenues	\$45,580,356	\$44,112,199
Expenses		
Salaries, fees and benefits Supplies and other Depreciation and amortization Medicaid provider tax Bad debts (unable to collect on payment): Insurance Interest	\$26,754,255 \$11,525,498 \$ 1,743,831 \$ 1,812,660 \$ 1,559,308 \$ 651,137 \$ 76,594	\$25,821,388 \$10,594,461 \$ 1,693,340 \$ 1,669,257 \$ 1,804,082 \$ 756,674 \$ 145,989
Total Expenses	\$44,123,283	\$42,485,191
Excess of Revenue over Expenses	\$ 1,457,073	\$ 1,627,008

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Expenses

Payer Mix

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Trustees

Jan Roy Chair Wolcott

Kenneth Gibbons

Vice Chair Hyde Park

Dana Wildes Treasurer Morrisville

Anne Vitaletti-Coughlin, MD,

Secretary Stowe

Michael Alexander

Stowe

Bryce Brenton

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Melvyn Patashnick Morrisville Nancy Putnam Jeffersonville

Elizabeth Rouse Hyde Park

Brian Smale, MD

Elmore

Joel Silverstein, MD Hyde Park

John Steel *Stowe*

Mark Woodward *Johnson*

Dave Yacovone *Morrisville*

TRUSTEES
& SENIOR
MANAGEMENT
TEAM



Senior Management Team

Melvyn Patashnick President

Rassoul Rangaviz Chief Financial Officer

Carol Ferrante Senior Director Facilities and Support Services

D. Aaron French, RN, BSN, BS, Senior Director of Nursing

Leah Hollenberger Senior Director Development, Marketing and Public Relations

April Tuck Senior Director Human Resources and Corporate Compliance Officer

Greg Ward Senior Director Clinical Services



CORPORATE MEMBERS

Members of Copley Health Systems, Inc. hold responsibility for ensuring that the needs of the community are represented and guide the governance of the hospital. They vote on proposed bylaw changes and elect trustees representative of the community to govern the hospital. Copley is grateful to its entire membership for their involvement:

Leslie Abramson, MD Morrisville Michael Alexander Stowe Judith Alexander Stowe Pamela Allen Morrisville Richard Bennum, MD Stowe Gorden Bowen Morrisville Jane Campbell Morrisville Hyde Park J. Alfred Chouinard Brian Coles Morrisville **Edward Connors** Green Valley, AZ George Cook Hyde Park Hyde Park Dorothy Cook Debralee Dorain Wolcott Kevin Dorain Wolcottt John Egenberg Stowe Willa Farrell East Hardwick Francis Favreau Morrisville Lois Frey Johnson Kenneth Gibbons Hyde Park Arthur Gleiner, MD Stowe

Sandy Grace	Hyde Park
Clive Gray	Greensboro
Sharon Green	Morrisville
Jane Greene	Morrisville
Kevin Griggs	Morrisville
Roger Hale	Graniteville
Claire Hancock	Morrisville
Betsy Harper	Cambridge
Brian Harwood	Waterbury
Carol Hayden	Hyde Park
Leah Hollenberger	Morrisville
Ethel Hunter	Jeffersonville
Anne Johnson	Waterbury
Kenneth Kelly	Eden
Peter Kramer	Morrisville
Wendy Kruger	Hardwick
Chris Ladue	So. Burlington
Theodore Lambert	Hyde Park
Mary Lechevalier	Morrisville
Mark Lichtenstein, MD	Greensboro
Denise Marcoux	Hyde Park
Janice Mayo	Cambridge
David McLane	Hyde Park
Dennis McLaughlin	Williamstown
John Merrill	Stowe
Emily Merrill	Stowe
Warren Miller	Elmore
McDonald Miller	Morrisville
Floyd Nease	Johnson
Hartley Neel, MD	Stowe
Amy Noyes	Wolcott
Max Paine	Morrisville

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	Melvyn Patashnick	Morrisville
	Dorothy Piche	Elmore
	George Piche	Elmore
	Dean Pineles	Stowe
	Dyeanne Racette, MD	Elmore
	Rassoul Rangaviz	Montpelier
	Fred Rossman, MD	Morrisville
	Elizabeth Rouse	Hyde Park
	Janice Roy	Wolcott
	Sue Sargent	Morrisville
	Heather Sargent	Morrisville
2	Richard Sargent	Morrisville
	Joel Silverstein, MD	Hyde Park
	Brian Smale, MD	Elmore
	John Steel	Stowe
	Nancy Sweeney	Barton
	Scott Thompson	Morrisville
	Donna Toohey	Danville
	April Tuck	Jeffersonville
	David Vinick	Morrisville
	Anne Vitaletti-Coughlin, N	AD Stowe
	Patricia von Trapp	Waterbury
	Lindsey West	Morrisville
ı	Katherine Wilder	Morrisville
	Peter Wilder	Morrisville
	Dana Wildes	Morrisville
	Cynthia Wiltshire	Hyde Park
	Gloria Wing	Morrisville
	Carol Wood-Koob	Lowell
	Mark Woodward	Johnson
	David Yacovone	Morrisville
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