



CREATING A FRAMEWORK FOR THE FUTURE



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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 not-for-profit healthcare provider whose purpose is to improve the health status of the people of the community by providing the highest quality of care regardless of the 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

CREATING A FRAMEWORK FOR THE FUTURE

We are at the tipping point for comprehensive reform of our national and state healthcare systems. Across the hospital and at every level, Copley's staff, trustees and community partners spent fiscal year 2011 researching, planning and renovating to ensure excellent patient care and safety into the future. Copley remains able to respond and evolve as our community's healthcare needs change and as the details of healthcare reform emerge.

As we do now, Copley plans to continue to provide support for you, your primary care physician and your specialist. You can have your MRI, your low-dose radiation CT scan or lab work done here. Our specialists work with you and your primary care physician to provide the care you need close to home.

We understand you want Copley to offer the right services at the right scope and scale to best meet the needs of our community. It is our intent to continue to do so, providing acute care for both inpatients and outpatients. We've developed one of the region's best orthopedic services, a respected emergency services team and an outstanding outpatient clinic with critical services including, among many others, cardiology, dermatology, oncology and urology.

We continue to improve coordinating your care for when you are no longer in the hospital, and are working further to integrate other health and social services on your behalf.

We are actively working to create a sustainable healthcare system. Three members of our senior team – Chief Financial Officer Rassoul Rangaviz, VP of Human Resources and Corporate Compliance April Tuck and CEO Mel Patashnick – are serving on advisory committees with the Green Mountain Care Board.

Creating a more nurturing, healing environment for our patients was achieved this year. Patient rooms, our third operating suite, pharmacy and radiology areas all received make-overs. While renovating we were also planning. Our Emergency Department (ED) was built to serve 26 patients a day. During busy periods, we see more than 60 patients, leading to overcrowded conditions. The area has not been updated for over 20 years and more space is needed to improve patient comfort and privacy as well as handle additional medical equipment, including hardware related to Electronic Health Records. In Spring 2012, Copley Hospital plans to expand our ED by 2,000 square feet, building out toward the main lobby with the goal of creating one entrance to the hospital. Updating our ED is an investment that plays a key role in increasing efficiency, keeping up with new technology and reducing costs.

At the same time, how we provide care is evolving. Government is considering alternative ways of paying for care. There is a lot of discussion on moving away from paying a fee for each medical service that is offered to systems that reward quality and/or the health of populations. Consistent with this new idea about how care should be delivered and paid for, Copley must demonstrate the impact our care has on our community's



population. It is not enough that we helped you manage your heart condition; we want to demonstrate that Copley has positively impacted the entire population of those living with heart conditions.

Data collection and its analysis are key to inform and drive this performance improvement. Our Electronic Health Record (EHR) initiative has increased our ability to assess and store clinical information efficiently and we continue to expand our staff's use of this tool.

We also rely on aggregate data to assess the needs and risks of the population we serve. Sharing and reviewing this data with other community organizations is vital to the Copley Service Area Blueprint for Health program and other quality initiatives. Copley is one of more than twenty community organizations in this evolving Integrated Health System.

As one of the area's largest employers we know how hard it is for an employer to balance the need to provide healthcare benefits to employees and at the same time manage its rising costs. We encourage our employees to lead a healthy lifestyle and, through our employee health program, provide preventive screenings, education, and health coaching. We offer the Workplace Wellness Program to employers throughout Lamoille County in an effort to help bend the cost curve of employee health benefits.

Maintaining our excellent quality of care while also evolving and helping to make systemic changes is difficult and challenging. We are thankful for our dedicated, hardworking team for their commitment to this transition. From our housekeepers and clerical teams, to our medical and clinical staffs, to our trustees; all have participated in building a community hospital you can rely upon and of which you can be proud. Thank you for your support.

Melvyn Patashnick
President and CEO

Elizabeth Rouse
Board Chair

QUALITY OF CARE

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 systemically advance our quality and patient satisfaction initiatives.

CORE MEASURES

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 or surgical procedures. These measures are research-based guidelines that represent widely accepted standards of care. We report this data in our "Core Measures" Report.

Core Measures provide a focus for Copley's treatment protocols to ensure we consistently provide outstanding care to our patients. They are central to our quality improvement program.

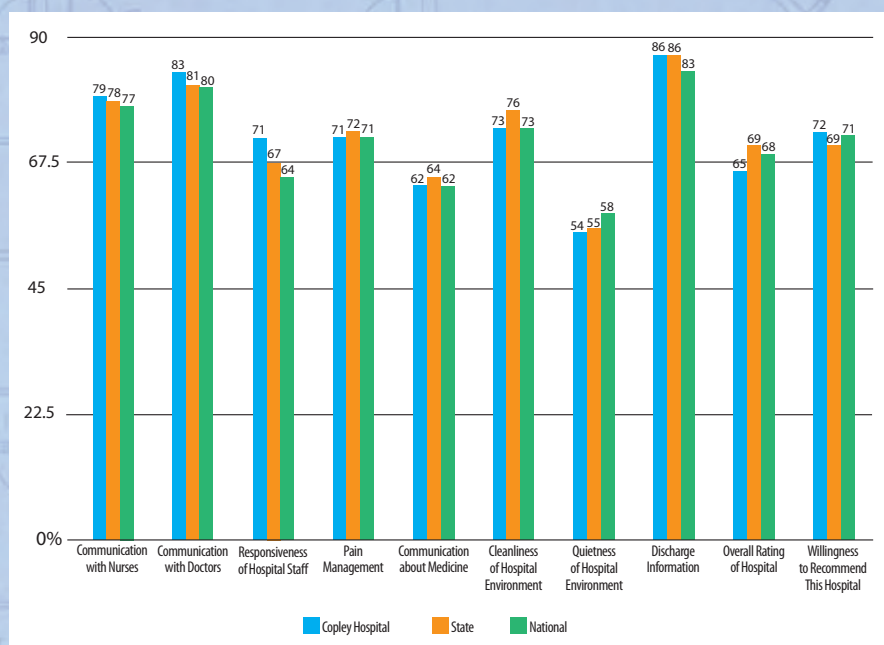
| | Copley Hospital Aggregate July, 2010 - June, 2011 | State Average | National Average |
|---------------------------------------|--|---------------|------------------|
| Heart Attack Care | 100% | 98% | 96% |
| Heart Failure Care | 79% | 89% | 90% |
| Pneumonia Care | 79% | 91% | 87% |
| Preventing Complications From Surgery | 97% | 93% | 88% |

Core Measures are an improvement tool, not a report card. It is important to remember that the scores on the Core Measures can be misleading if treated as a hospital rating tool rather than the improvement tool it is. Small hospitals, such as Copley, may have a smaller patient population and the smaller numbers have a greater influence on percentages compared to hospitals with a larger patient population. Or, improvement is needed in the documentation of care; the care was given appropriately but not documented according to guidelines. You can't tell without investigation — because the data is designed to assist improvement, not to appear as a grade on a report card.

PATIENT SATISFACTION

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.

Press Ganey works with more than 10,000 health care organizations, including more than 40% of U.S. hospitals and the majority of Vermont hospitals to measure each organization's quality of care. Press Ganey also provides national and state benchmarks for patient satisfaction.



HCAHPS October 2010 – September 2011

| Indicator | Q1/2011 Oct. 10 - Dec. 10 | Q2/2011 Jan. 11 - Mar. 11 | Q3/2011 Apr. 11 - June. 11 | Q4/2011 July. 11 - Sept. 11 | Benchmark Mean Score | Benchmark Source |
|-----------------------------------|------------------------------|------------------------------|-------------------------------|--------------------------------|----------------------|---|
| Ambulatory Surgery | 89.1 | 92.0 | 89.9 | 90.8 | 92.5 | Compared to hospitals in PG database performing 7000-9000 procedures annually |
| Emergency Department | 86.7 | 91.0 | 81.4 | 86.4 | 88.3 | Compared to all ED's in critical access hospitals in PG database |
| Inpatient Units | 86.5 | 88.0 | 86.2 | 90.3 | 88.5 | Compared to all Inpatient in all Vermont hospitals in PG database (9 of 14) |
| Obstetrics | 86.8 | 85.0 | 86.3 | 91.1 | 88.5 | Compared to all Inpatient in all Vermont hospitals in PG database (9 of 14) |
| Components of Care | | | | | | |
| Respect & Caring | 86.3 | 88.6 | 87.1 | 92.3 | 89.2 | Compared to all Inpatient in all Vermont hospitals in PG database (9 of 14) |
| Information/Communication Sharing | 88.7 | 89.5 | 88.7 | 93.2 | 91.4 | Compared to all Inpatient in all Vermont hospitals in PG database (9 of 14) |
| Coordination of Care | 90.8 | 90.4 | 89.4 | 93.5 | 92.6 | Compared to all Inpatient in all Vermont hospitals in PG database (9 of 14) |
| Involving Family | 86.2 | 89.5 | 84.8 | 90.7 | 89.3 | Compared to all Inpatient in all Vermont hospitals in PG database (9 of 14) |

Press Ganey Patient Satisfaction Scores October 2010-September 2011

COMMUNITY BENEFITS REPORT

Copley Hospital provides hospital and medical services, wellness education, research activities and other programs so that all residents of the communities we serve can receive needed health services. We also partner with other organizations and programs whose goals and activities are compatible with our own mission, vision and values. We seek to be a “good neighbor,” pursuing activities that have the greatest impact on our community with the resources available to the hospital.

DURING FY2011, COPLEY PROUDLY CONTRIBUTED \$6,141,848 IN COMMUNITY BENEFITS

In addition, many of our 475 employees choose to volunteer on their own time with a variety of organizations throughout the community. Copley’s contributions include:

ACCESS TO CARE VIA CHARITABLE CARE, MEDICAID, OTHER PROGRAMS

Copley does not turn anyone away for care. Copley provides discounted or free care to patients who have no insurance or will have large balances after insurance payments are made due to deductibles and co-pays. Our Patient Financial Counselors review and help patients apply for a variety of state-sponsored programs. Details about our Charitable Care Program are available online and posted in multiple locations within the hospital. In FY2011, we saw a 31% increase in the number of charitable care visits.

SUBSIDIZED HEALTH SERVICES

Copley provides and subsidizes vital health services in order to ensure access to primary care and certain specialty care physicians. Copley Hospital owns and operates physician practices including anesthesiology, emergency services, cardiology, inpatient care (Hospitalists), orthopedics and urology. The hospital also provides financial support for family medicine, pediatric and OB/GYN services in the community. Copley has partnered with other hospitals to provide a variety of outpatient services, including oncology and sleep medicine. Patient and Family Services provide case management to our inpatients and we also provide telephonic interpretation services for patients who do not speak English.

COMMUNITY HEALTH IMPROVEMENT SERVICES: WELLNESS, PREVENTION AND EDUCATION

Copley provides a variety of programs to assist community members in leading a healthier lifestyle. We had more than 6100

community health activity attendees over the course of FY2011. These activities included:

Blueprint for Health programs: Healthier Living Workshops, Diabetes Management, Smoking Cessation, the Pediatric Outreach Program that addresses obesity in children, and other referrals from community care coordinators in family practices.

Support Groups, including Better Breathers Network, diabetes, pulmonary and cardiac rehabilitation support

Regular free blood pressure and blood sugar screenings in the community, along with low-cost flu vaccine clinics.

Classes and seminars including: managing your health after a cardiac incident, concussion education for youth and adults, childbirth and infant safety classes, CPR and first aid, the importance of handwashing for elementary age audiences, defensive driving for senior citizens, family wellness, bicycle safety, and safe kids.

Health Sciences Library: Copley Hospital’s Health Sciences Library is open to the public and staff. Volunteers perform literature searches for consumers on request. The library also maintains an online health information library with resource links.

Health News: A variety of wellness tips and the latest health news is provided daily on Copley’s website, www.copleyvt.org.

Copley Courier: Copley’s quarterly newsletter with wellness tips and a healthy recipe is distributed quarterly to households via community newspapers (circulation of 25,000). Eight hundred copies of Hope Health, a wellness newsletter, is distributed throughout Copley, including in common areas throughout the hospital, on a quarterly basis.

| | FY11 | FY10 |
|--|---------|---------|
| Patient Visits | | |
| Admissions | 2,573 | 2,514 |
| Births | 218 | 215 |
| Emergency Room Visits | 12,897 | 12,601 |
| Patient Days of Care | 5,727 | 5,472 |
| Diagnostic Tests | | |
| Laboratory Tests | 328,803 | 318,100 |
| Radiology/Diagnostic Imaging (X-Rays, CT, MRI, Etc.) | 29,745 | 28,698 |
| Outpatient Clinic Visits | 6,831 | 6,789 |
| Rehabilitation Treatments | 52,979 | 53,231 |
| Respiratory Therapy & related Procedures | 12,132 | 11,589 |
| Surgeries | 1,922 | 1,844 |

COMMUNITY-BUILDING ACTIVITIES:

Copley Hospital is a dues-paying member of the Lamoille Regional Chamber of Commerce, Stowe Area Association and the Heart of Vermont Chamber of Commerce. We are involved in a number of community organizations including but not limited to Lamoille Fit ‘n Healthy Council, Leadership Lamoille of the Lamoille Regional Chamber of Commerce, Area Health Education Centers (AHEC), the Governor’s Committee on Employment of People with Disabilities, Lamoille Area Cancer Network, Stowe Weekend of Hope, Lamoille Community Food Share and the Lamoille Family Center to name a few.

HEALTH PROFESSIONS EDUCATION AND TRAINING

Copley provides a variety of learning opportunities both for students and young adults interested in pursuing health careers to continuing education programs for nurses, physicians, and allied health practitioners. We host a proctorship program with the University of Vermont at Mansfield Orthopaedics and mentor student nurses in collaboration with Vermont Technical College. The hospital also participates in clinical research that we hope contributes to the future health of our community.

CASH AND IN-KIND CONTRIBUTIONS

Copley provided cash and non-cash items such as meeting room space to area community organizations for charitable purposes. We also provide transportation vouchers to patients who need transportation home and clothing for Emergency Department patients whose clothing was damaged as a result of their injury.

RECOGNIZING EXCELLENCE



Mel Patashnick, CEO
with Claire Hancock, LICSW

We are proud of our 475 employees and more than 100 volunteers for the commitment they have to ensuring excellent care and patient safety. Each and every one of them makes a difference to the health of our community. Here are a few highlights from our annual recognition gatherings.

CLAIRE HANCOCK, LICSW, 2011 EMPLOYEE OF THE YEAR

Claire is a case manager with Patient and Family Services. She is a “people person” who values independence and embodies the Copley family spirit. Colleagues describe her as a great mentor and that she reminds people how to laugh. She is a skilled mediator and a valuable resource to the entire Copley family, our patients and their families.



Joel Silverstein, MD with Susanne Fitzgerald, RN and Pam Stengel, RN

THE EDWARD FRENCH MEMORIAL AWARD WAS GIVEN TO TWO NURSES: SUSANNE FITZGERALD, RN AND PAM STENGEL, RN. THE AWARD HONORS EXCELLENCE IN NURSING.

Sue has been part of the Birthing Center nursing team since 1989. She just can’t give up what she loves! She has a talent for caring for the extra small newborns. Her presence is truly cherished by all. Sue has been instrumental in training new staff.



Joel Silverstein, MD and Tammy Lurvey

Pam is a member of our Surgical Services team. She is described by her colleagues as one who goes the extra mile for staff and patients. She is a true leader and has a knack in bringing out the best of people. Pam is highly respected by staff and medical staff and valued by all.



Judy Stancliff, RNFA
and Mel Patashnick, CEO

TAMMY LURVEY HONORED WITH GODDARD FAMILY AWARD FOR EXCELLENCE IN A NON-NURSING POSITION.

Tammy has been an Emergency Room Technician since 1993, a medical examiner for 10 years and an EMT for 20 years. She is described by her co-workers as a treasured resource. She knows the hospital inside out and knows how to get things done. She has a great relationship with everyone she is in contact with, always smiling and has the special touch in providing comfort.



Patient Access’ Nicolle Poucher
and Krista Gravel

CELEBRATING 40 YEARS OF SERVICE ARE SURGICAL SERVICES’ JUDY STANCLIFF, RNFA AND SANDY HAMEL

Dr. Bryan Huber says that Judy and Sandy embody the spirit of Copley. He described them as “...the corner stones...heart and soul of Copley. They make this institution great.” Judy is described as a workhorse from dawn to dusk. She will jump in wherever needed, like the sixth person on a basketball team. Dr. Huber jokes that she knows procedures so well that if he was hit with an attack of kidney stones, Judy would know how to finish the surgery!

OR Technician Sandy Hamel is a perfectionist, taking her job to another level. Dr. Huber claims Sandy knows instruments better than surgeons. Both Judy and Sandy are known and valued throughout Vermont and New England by OR teams and surgeons.

PATIENT ACCESS REGISTRAR NICOLLE FOUCHER SPEAKS ABOUT HEALTH CAREERS FOR YOUTH PROGRAM

Nicolle Poucher and Krista Gravel met with representatives from the Vermont Business Roundtable, Agency of Human Services, GCEPD and Department of Labor to share their experiences with the Health Careers for Youth program, now in its third year at Copley. Poucher, a registrar with the hospital’s Patient Access team, described how the program changed her life by providing invaluable training in areas that included computer and communication skills. Gravel, who served as Poucher’s mentor and manages the hospital’s Patient Access Department, spoke about her role as a manager mentoring and coaching someone with no healthcare experience. Health Careers for Youth is an internship program that allows at-risk youth to receive hands-on introduction to careers in the health sector.

We are grateful for our volunteers and the assistance they provide. Recognized for their hours and years of services at our Volunteer Appreciation Breakfast were Joyce LaRow, Eleanor Mercia, Liz Raymond, Mac Manning, Elinor Brayton, Ann Harwood, and Irene Wilkins. Board Chair Elizabeth Rouse (3rd from the right) and Copley’s Leah Hollenberger (far left) spoke at the event.



2011 HIGHLIGHTS



QUALITY

Copley Hospital was named one of the Top 100 Critical Access Hospitals in the United States by the National Rural Health Association (NRHA) in the first ever comprehensive rating of the 1,327 critical access hospitals in the country.



Copley launched Med-Verify, electronically ensuring the right patient receives the right medicine at the right time.



Our new CT Scanner reduces radiation exposure to patients and delivers high-definition images.

Copley's Safe Patient Handling Program serves as a role model for Medical Mutual Insurance

Company of Maine (MMIC), an insurance company that works with hospitals across the country. A multi-disciplinary team created and implemented the program to reduce unexpected falls or injuries, increasing patient safety and employee health.



A group of ten Syrian physicians and hospital administrators toured Copley Hospital as part of the Vermont Council on World Affairs and U.S. State Department's International Visitor Leadership Program. The group was traveling throughout the United States to learn about hospital management in the United States.



Copley's enrollment in the federal 340B program helps contain the hospital's cost for certain medications.

ELECTRONIC HEALTH RECORD

Copley is the first hospital in the state to complete attestation with Computerized Physician Order Entry - an Electronic Health Record milestone.



More than 40% of our inpatient orders are now done via Computerized Physician Order Entry.

We collaborated with Vermont Information Technology Leaders (VITL) to build a bi-directional interface to/from the Vermont Health Information Exchange

Copley's Electronic Health Records initiative was funded in part by a grant from the Lucy D. Nisbet Charitable Fund.

COMMUNITY WELLNESS

We celebrated our first anniversary as a Smoke Free Campus.



Emergency preparedness was put to the test with Tropical Storm Irene.

Our planning, dedicated staff, and volunteer HAM radio operator Arnold Ziegler enabled Copley to maintain communications with emergency personnel throughout the storm.



Copley partnered with the Vermont Department of Health to promote breastfeeding.

Copley's Workplace Wellness Program helped one employer move "risk of heart attack" from the company's #1 Top Risk factor down to the #10 factor.

FACILITY IMPROVEMENTS

Minor renovations to our Pharmacy and Radiology areas were completed.

Planning is underway for expanding and renovating our Emergency Department. Construction is scheduled to begin Summer 2012. Landscaping volunteers spent the summer and fall preparing new beds and relocating large shrubs and perennials from the construction area to other parts of our campus.



Our third Operating Room (OR) was successfully renovated.

Patient rooms in our Medical/Surgical and Special Care Units were renovated.

Upgrades included new paint, flooring, wall coverings, lighting and larger flat screen TVs. The cost was covered by private donations. (see page 8).

Copley sold the Morrisville Family Health Building to Community Health Services of Lamoille Valley (CHSLV). Cash from the sale will be used to renovate the Health Center Building located next to the hospital.

WORKFORCE EXCELLENCE

Copley was honored as Workforce Development Leader of the Year by the Lamoille Regional Chamber of Commerce. We were honored for our ongoing work with the Vermont Department of Labor and Vocational Rehab and Copley's piloting of the Health Careers for Youth program.

Vermont Commissioner of Health Harry Chen, MD met with the Integrated Health Systems team of the Copley Service Area Blueprint for Health initiative. Some of the programs discussed included our Community Health Teams' work to reduce avoidable visits to the Emergency Department, improving transitions in care, Healthier Living Workshops, diabetes education and working with families to reduce childhood obesity with the Pediatric Outreach Program.

Our marketing campaign for the Birthing Center, "...you're family now", won a Silver Aster Award. The campaign was created by VP Community Relations Leah Hollenberger and David Pound Advertising Design with assistance from Rob Roper.



Cardiologist Adam Kunin, MD and Urologist Betsy Perez, MD became hospital-employed physicians, expanding their clinic hours.

WELCOMING NEW CLINICIANS



Carrie Phillips
Pharmacy Director



Robert Cochran, MD
Hospitalist



Brian Aros, MD
Orthopedic Surgeon



Nicole Ernst, PA-C
Mansfield Orthopaedics



Susan Rivera, RN
Emergency Services
Nurse Director



Jina Cate, RN
Nurse Director Med Surg
and SCU



PHILANTHROPIC FUNDING ENABLES COPLEY TO HELP OUR COMMUNITY

Thank you to our 2011 Foundation Committee members:

Marion Baraw
Stowe

Kevin D'Arcy
Stowe

Denise Cushwa
Stowe

John Egenberg
Stowe

Kenneth Gibbons
Hyde Park

Clive Gray
Greensboro

Lisa Hunt
Morrisville

Henry King
Greensboro

Peter Kramer
Morrisville

Larry Kreider
Greensboro

Pauline Manosh
Morrisville – Chair

Elaine Nichols
Stowe

Melvyn Patashnick
Morrisville

Elizabeth Rouse
Hyde Park

Jan Roy
Wolcott

Heather Sargent
Morrisville

Copley is grateful to have so many community members involved in helping Copley meet the health care needs of our community. In FY2011, we saw a 31% increase in the number of charitable care visits. When you give to Copley, you are making a difference in the life of a friend, a neighbor or a community member. We can't say it enough: thank you!

Our Foundation Committee is made up of an extraordinary group of volunteers leading our philanthropic efforts. They serve as ambassadors for Copley throughout the community, host gatherings on our behalf, coordinate the Copley Scramble, gather auction items for the Stowe Wine and Food Classic, and assist with the Annual Campaign mailing. Most importantly they provide perspective, feedback and enthusiasm to ensure we meet our philanthropic goals.



We recognized Foundation Committee member and former Board Trustee John Merrill for his outstanding service to Copley as he "retired" from the committee. John has been actively volunteering with Copley since 1996. He has been instrumental in encouraging support of Copley's Annual Fund and the Copley Scramble, which in turn has been used to purchase needed

medical equipment and to support our charitable care program. John is pictured with Foundation Committee members Heather Sargent (left) and Denise Cushwa (right).

STOWE ROTARY GIFT HELPS PURCHASE EQUIPMENT

The Stowe Rotary gifted Copley \$2,500 towards the purchase of telemetry equipment. Telemetry is used to monitor and record a variety of patient parameters, such as an EKG, from a remote location. It is of great benefit to patients with the improved care and safety provided by 24 hour electronic monitoring in addition to traditional 'hands on' nursing. Pictured are Copley Special Care Unit's Midge Anthony, RN with Rotarians Art Lloyd, Michael Diender and Copley CEO (and Rotarian) Mel Patashnick.



FIRST CCC EVENT HELD

The very first reception to honor members of the Copley Consecutive Club (CCC) was held in May. CCC members attending were personally thanked for their support by Copley Hospital President Mel Patashnick, Dr. Liam Gannon of the Emergency Department and members of Copley's Senior Team. The reception featured a slide show of historical photos of Copley, archived by Francis Favreau, our volunteer historian and former Director of Laboratory Services (now retired). A highlight was Favreau's unveiling of a memorial plaque honoring Lucy D. Nisbet. The Lucy D. Nisbet Charitable Fund continues to support the purchase of medical equipment and facility upgrades.



GIFTS IMPROVE PATIENT ROOMS

A \$15,000 gift from the Copley Hospital Auxiliary and gifts from the Connacher Family and an anonymous donor, helped Copley improve patient rooms. The Auxiliary operates the hospital's Gift Shop and the Second Chance Thrift Store on Brigham Street in Morrisville to raise funds.

Pictured: Auxiliary Board Members Ann Harwood, Millie Piper, Judy Shanley (President), Judy Ward, Judy Grosvenor (Secretary), Susan Burrill and Irene Wilkins



SCRAMBLE NETS \$14,000

The annual Copley Scramble was held on one of the first truly warm and sunny summer days of 2011 and it underscored the enthusiasm of the 76 golfers. Everyone was so happy to be outside in the sun, golfing for a great cause. Thanks to the generous support of so many community members, including our key sponsors Hackett Valine & MacDonald, Inc. Kinney Drugs Foundation Siemens Industry, Inc. Union Bank Pepsi Bottling Ventures, LLC Green Mountain Coffee Roasters

Special thanks to Polly Manosh for organizing the tournament and the crew at the Copley Country Club for their help. We hope we'll see you at the next Copley Scramble, July 14, 2012

A great Emergency Department team and a bunch of great golfers! Dave Fuller (EMS), RN Andy Duff, Dr. Patrick Heaghey and Dr. Liam Gannon



Clay Simpson, Nat Smith, Gaetano Vicinelli and Henry King showed good form and winning smiles.



Friendly rivalry was exhibited during the putting contest. Competitors included John Compagna, Dan Demars and Lisa Hunt. Trustee Elizabeth Rouse served as greeter and witness for the competition.



STOWE CHARITIES, INC. DONATES \$40,000 THANKS TO RECORD BREAKING EVENT

This year's Stowe Wine and Food Classic set a record. We had record breaking crowds all three days, with Friday and Saturday events both selling out in advance. It also broke revenue records and had increased participation from restaurants, wineries and purveyors. This attraction of fine wines, superb cuisine and an auction of collectible wines and luxury items – including a once in a life-time trip with Owen Roe vintner David O'Reilly – resulted in a \$40,000 donation from Stowe Charities, Inc. who coordinates the event. We thank them for their extraordinary good taste and commitment to their local community hospital.

We look forward to seeing you at this year's event, June 22 – 24 in the meadow of Trapp Family Lodge. The father/son duo of Joel Peterson, of Ravenswood Winery, and Morgan Twain Peterson of Bedrock Wine Company, are the featured wineries. Renowned cheesemonger Matt Jennings and award-winning food writer Rowan Jacobsen will also be featured. Details are available at www.stowewine.com

Patrick and Susan Miller
 🏡 Dr. William E. Mitchell
 Marsha Mongeon
 🏡 Dr. and Mrs. Peter Monsen
 🏡 Heinz and Hilde Morgenstern
 Jack Morrissey
 Mount Vernon Lodge No. 8 F.A.M.
 Mr. and Mrs. John P. Murphy
 🏡 William and Linda Nicely
 🏡 Elaine and Jeffrey Nichols
 Gary and Shelley Nolan
 🏡 Peter and Sally Nolan
 🏡 Richard and Cathy Norman
 R. Bruce and Carrie Nourjian
 Renaye Novogroski
 🏡 Mr. and Mrs. Richard F. Oden, Jr.
 Optim
 🏡 George and Elinor Osborn
 🏡 Mr. and Mrs. Jonathan Osborn
 Brian and Susan O'Sullivan
 Joseph and Lorraine Padulo
 Russel Page, M.D.
 John and Emilie Paine
 🏡 Max and Lorraine Paine
 🏡 Nick and Eleanor Paris
 🏡 James W. Parker
 Megan Paterson-Brown
 🏡 Day and Janet Patterson
 Jennifer Peters, M.D.
 🏡 Joel and Rhoda Pinsky
 Sylvia Pope
 🏡 Heather Dale Porter
 🏡 Eugene Posnick
 Patrick Rahilly
 🏡 Paul Rogers, M.D. and Betsy Field
 🏡 Sandy and Donald Romoser
 🏡 Catherine G. Ross
 🏡 Mary Anthony Rowell
 🏡 Jan Roy and Steve Young
 🏡 Sarah and Allen Rubin
 🏡 Evelyn G. Schein
 🏡 Donald H. Schmuck
 🏡 Robert and Carol Schulz
 Kathryn Schwarzenberger, M.D.
 David and Jane Sequist
 🏡 Jon and Karen Shreter
 Elizabeth Sky-McIlvain
 🏡 Dr. Henry and Sarah Southall
 🏡 Mr. and Mrs. Kermit R. Spaulding
 George B. Spear
 🏡 Jane and Duane Sprague
 🏡 Edward and Karen Steele
 🏡 Sandra Mander Stephens
 🏡 Genevieve H. Story, TTEE
 🏡 Dr. Joseph Subasic
 🏡 Leonard R. Sussman
 Carl and Diane Szlachetka
 🏡 Joan C. Thompson
 🏡 Alan and Ellen Thorndike
 🏡 Bob and Susan Titterton
 Edna Towle
 Lois and Al Tozloski
 🏡 John and Jeannette Van Blarcom
 🏡 David Vinick and Sharon Green
 🏡 George and Patricia von Trapp,
in memory of Rupert von Trapp
 David and Renee Wahler
 🏡 George and Patricia Ward
 🏡 Douglass and Marjorie Washburn
 🏡 Peter and Katherine Watson
 Richard and Sally Watts
 🏡 Barbara and Francis Welch
 Richard Westman
 🏡 Judy and Bill Whitman
 Mildred Wildes
 🏡 Gloria A. Wing
 🏡 Mark Woodward
 🏡 Frances and Andre Yokana
 🏡 Constance H. Young
 Eleanor W. Young

Friends - up to \$99

🏡 Ellen and Jim Adams
 🏡 Sybil L. Ainsworth
 🏡 Paul Ainsworth
 June Allaire
 🏡 Thomas J. Amidon, Esq.
 Midge Anthony, RN, CCEMTP
 🏡 Robert Austin
 🏡 Mr. George Baranoski
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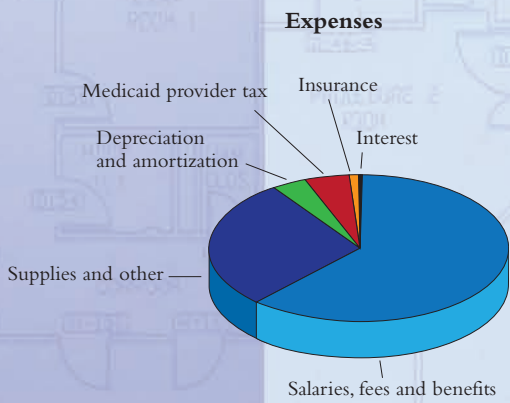
Every effort has been made to ensure this report is accurate and complete. Please accept our apology for any inadvertent errors or omissions. Please report any errors to our Development Office at 802.888.8301 so that we may correct our records.

FINANCIAL STATEMENTS



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

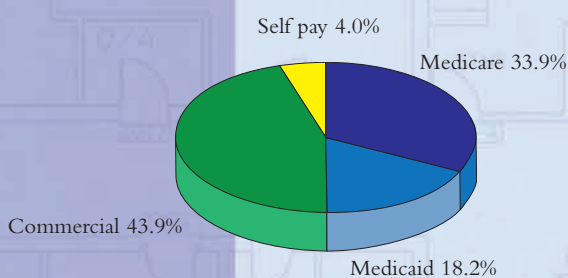
| Revenue | FY2011 | FY2010 |
|---|----------------------|----------------------|
| Gross revenue (billed for services) | \$ 79,707,970 | \$ 71,901,048 |
| Less: Charges not paid by payers (did not receive full payment for amount billed; includes Medicare, Medicaid & other contracted payors) | (\$29,440,252) | (\$24,582,109) |
| Less: Bad debts | (\$1,565,523) | (\$1,621,408) |
| Less: Charitable care (those unable to pay) | (\$1,094,645) | (\$715,221) |
| Other revenue | \$ 2,530,072 | \$ 943,326 |
| Total Revenues | \$ 50,137,622 | \$ 45,925,636 |
| Expenses | | |
| Salaries, fees and benefits | \$ 30,131,337 | \$ 28,505,163 |
| Supplies and other | \$ 12,674,723 | \$ 11,755,031 |
| Depreciation and amortization (wear and tear on buildings and equipment) | \$ 1,806,447 | \$ 1,715,603 |
| Medicaid provider tax (paid to the State of Vermont) | \$ 2,344,441 | \$ 2,047,262 |
| Insurance | \$ 525,300 | \$ 615,175 |
| Interest | \$ 72,086 | \$ 60,907 |
| Total Expenses | \$ 47,554,334 | \$ 44,699,141 |
| Excess of Revenue over Expenses (funds remaining to invest in the hospital's future, including new and replacement equipment, new technology, new services, facilities, etc.) | \$ 2,583,288 | \$ 1,226,495 |



Balance Sheets

| Assets | FY2010 | FY2009 |
|---|----------------------|----------------------|
| Operating cash and cash equivalents | \$ 6,385,748 | \$ 4,165,932 |
| Patient accounts receivable, net | \$ 3,588,783 | \$ 3,353,224 |
| Inventory | \$ 1,757,339 | \$ 1,686,877 |
| Prepaid expenses | \$ 1,174,467 | \$ 975,034 |
| Other accounts receivable | \$ 666,063 | \$ 157,674 |
| Assets limited as to use | \$ 3,620,936 | \$ 5,682,217 |
| Property and equipment, net | \$ 11,820,206 | \$ 11,629,463 |
| Donor restricted assets | \$ 3,903,840 | \$ 3,787,207 |
| Deferred financing costs, net | \$ 0 | \$ 62,121 |
| Deferred compensation | \$ 747,767 | \$ 680,722 |
| Total assets | \$ 33,665,149 | \$ 32,180,471 |
| Liabilities and net assets | | |
| Accounts payable and accrued expenses | \$ 2,383,166 | \$ 2,951,772 |
| Accrued payroll and related expenses | \$ 2,096,258 | \$ 2,649,101 |
| Estimated third-party payer settlements | \$ 1,800,000 | \$ 1,579,811 |
| Deferred compensation | \$ 747,767 | \$ 680,722 |
| Long-term debt | \$ 3,393,972 | \$ 3,775,000 |
| Restricted net assets | \$ 3,903,840 | \$ 3,787,207 |
| Unrestricted net assets | \$ 19,340,146 | \$ 16,756,858 |
| Total liabilities and net assets | \$ 33,665,149 | \$ 32,180,471 |

Payer Mix



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.

LEAVING A LEGACY

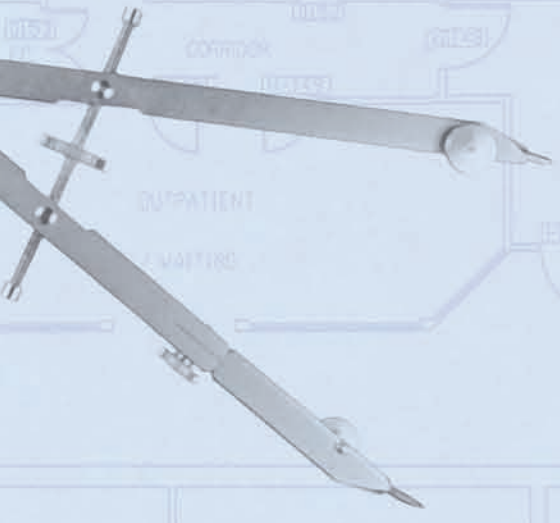
We were very moved to learn of Ben Campbell's generosity and commitment to Copley Hospital and the community he loved.

Ben grew up on the family farm on Elmore Mountain Road. He had a successful career with Smalley Motors working as a bookkeeper and parts man. He was active in the community as a member of the American Legion and a longtime Mason – more than 75 years! Ben retired at age 62 and helped care for his parents and the family farm.

Ben remembered Copley Hospital in his will, gifting the hospital \$624,000. His legacy is helping Copley continue to provide outstanding comfort and care to patients regardless of ability to pay.

Copley's Legacy Circle honors community members who have provided for Copley Hospital in their will or other planned gift. We thank them for their visionary support ~ support that gives for generations to come. Joining Ben Campbell in Copley's Legacy Circle in 2011 were Jane S. Lande, Dorothy B. Marsha, William J. Riley and Barbara Stevens.

You can join Copley's Legacy Circle at any time in your life. It is as easy as naming Copley on the beneficiary form for a savings, checking or pension account or naming Copley in your will. If you have included Copley in your planning and would like to be listed in our Legacy Circle, please let us know.



THANK YOU TO OUR MEDICAL STAFF FOR THEIR DEDICATION, EXPERTISE, AND SHARED COMMITMENT TO IMPROVING THE HEALTH OF OUR COMMUNITY

Anesthesiology

Copley Hospital Medical Group Practice
Sarah Blair, MD
Joan Fox, CRNA
Mirjam McCormack, MD
Chris Rohan, MD

Cardiology

Copley Hospital Medical Group Practice
Adam Kunin, MD

Dentistry

Birchwood Dental Associates
Murray Diner, DDS

Dermatology

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

Emergency Medicine

Copley Hospital Medical Group Practice
Liam Gannon, MD
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Gastroenterology

Independent Practice
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General Surgery

Green Mountain General Surgery
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Brian Smale, MD

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Patricia Jaqua, MD

Gynecology/Obstetrics

Independent Practice
Fred Rossman, MD

Vermont Women's Wellness

Anne Viselli, MD*

*Gynecology and Urogynecology only

Hospitalist Program

Apogee Physicians
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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 (CHSLV)
Jackie Bromley, CNM
Marjorie Kelso, CNM

Oncology & Cancer Care Program

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

Ophthalmology

Independent Practice
Mark Iverson, MD

Optometry

Independent Practice
David Garbutt, OD

Orthopedics & Sports Medicine

Mansfield Orthopaedics, a Copley
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Bryan Huber, MD
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Leah Morse, PA-C
Eric Mullins, MD
Nella Wennberg, PA-C

Otolaryngology

(Ear, Nose & Throat)
Independent Practice
Paul Julien, MD

Pain Management

Independent Practice
Anne Vitaletti-Coughlin, MD

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