



annual report 2016

EXCEPTIONAL CARE. COMMUNITY FOCUSED.



Copley's commitment to providing exceptional care and service to our community continues to be a constant. 2016 embraced both endings and new beginnings, best practices and new technology, demonstrating again that a community hospital can also provide outstanding specialty care. The key to making it successful is our community. We hope you enjoy these highlights.

Barbie's Story

I'd been struggling with knee pain for some time. That all changed after meeting Dr. Bryan Huber and the team at Mansfield Orthopaedics. Through bilateral knee replacements – yes, both knees – Dr. Huber and his team returned my life back to normalcy; something I had been told would never happen.

My Copley experience was absolutely wonderful. From the moment I arrived for surgery to the day I was discharged, the care was exceptional; kind, gentle and caring. My husband John felt comfortable leaving each night knowing that I couldn't be in better hands.

One week post-surgery, I was amazed at how good I was feeling. I could not believe how I had been putting up with the pain for two plus years. Without pain, and walking with much more comfort, I noticed that even my posture had improved.

Six months post-surgery, John and I were hiking the Grand Tetons. Prior to heading out West, Dr. Huber gave me an A+ for my progress, noting that I was five months ahead in recovery!

I feel like 50 again, doing all the activities I want. Thanks to Copley's experienced team of providers and staff I have my life back. There's no stopping me now!



Barbie Koier, with husband John, six months after surgery hiking in the Grand Tetons.

Collaboration

Successfully running a community hospital depends on a strong collaboration between the governing Board of Directors and the hospital CEO. We asked Board Chair Elaine Nichols and Hospital CEO Art Mathisen to share their highlights of FY2016.

Fiscal Year 2016 was a year of challenge, transition and celebration.

We welcomed new CEO Art Mathisen and fondly wished former CEO Mel Patashnick a happy retirement. A testament to both men, it was a seamless transition.



Together with staff, Trustees, and community members, they marked a true milestone for the hospital: breaking ground for the James and Mary Lousie Carpenter Surgical Center.

Copley continues to be recognized for delivering high quality care. For the sixth year in a row, Copley was recognized as a Health Strong Hospital. The award recognizes excellence based on a comprehensive measurement metrics including quality, outcomes, patient perspective, affordability and efficiency.

My children were born at Copley and I am delighted to share we began celebrating twenty years of midwifery services at Copley. Plans are under way for a May 13, 2017 celebration on the hospital's campus. I look forward to meeting other "Copley-born" folks while we enjoy free ice cream!

On the state level, we continue to prepare for the "all payer model" as Vermont moves toward reimbursement reform. We remain optimistic, but are awaiting details on how the model will work. Copley, like most community hospitals, operates on very thin margins, and we need details before we can commit to taking on additional risk.

In the meantime the trustees continue to focus on reducing cost and improving efficiency. Thank you for your support of Copley.

Elaine K. Nichols

Elaine Nichols, Chair, Board of Trustees

In June we debuted LiveWellLamoille.com, a collaborative community blog. The idea for this blog came from a community meeting with people that represented different aspects that contribute to our health, including housing, clean water, education, and food security. So often the clinical aspect of healthy living is held separate from the more social aspects of healthy living. Why not create a shared space and invite our community to share in the dialogue? And so LiveWellLamoille.com was created to help readers make healthy choices by providing tips, resources and encouragement.



As a rural community hospital we continue to be fortunate in our recruiting efforts for skilled physicians. We welcomed Marty Linseisen, MD to the Emergency Department and orthopaedic traumatologist Nicholas Antell, MD, joined our team at Mansfield Orthopaedics. Both physicians have settled in well.

Having served six years as the hospital's Chief Medical Officer (CMO), Joel Silverstein, MD returned to his full-time gastroenterology practice. Dr. Silverstein was recognized by the medical staff for his leadership and accomplishments. General surgeon Dr. Donald Dupuis and cardiologist Dr. Adam Kunin were appointed to serve as co-CMOs. Dr. Dupuis serves as the clinical contact while Dr. Kunin is focusing on governance and policy.

What's ahead? Our focus remains on ensuring Copley's quality care is here for our community now and into the future. Copley is truly an exceptional community hospital thanks to our trustees, volunteers and caring staff responsible for the high quality care that you have come to expect.

Art Mathisen

Art Mathisen, President & CEO



Clockwise: co-CMOs Adam Kunin, MD and Donald Dupuis, MD; ED physician Marty Linseisen, MD and orthopaedic traumatologist Nicholas Antell, MD; and certified nurse midwives Kipp Bovey, April Vanderveer, Marje Kelso and Jackie Bromley of The Women's Center.

During FY 2016 Copley contributed more than **\$8.2 million** in community benefits.

- Access to care with our charitable care program
- Subsidized health services
- Wellness, prevention and education programs
- Community-building activities
- Health professionals education and training
- In-kind contributions

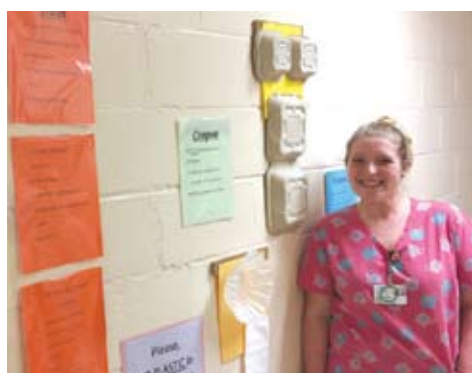
Patient Visits	
Admissions	2,737
Births	212
Emergency Room Visits	16,120
Patient Days of Care	5,798
Diagnostic Tests	
Laboratory	327,895
Radiology/Diagnostic Imaging	31,755
Outpatient Visits	
Outpatient Clinic Visits	84,293
Rehabilitation Treatments	14,257
Respiratory Therapy	10,452
Procedures	1,446
Surgeries	2,003
Community Wellness Attendees	3,816

Contributing to Local Food System

More than 81,000 pounds of food scraps have been composted through a collaboration between Copley Hospital and Black Dirt Farm in Greensboro Bend. This composting effort helped fertilize six acres of mixed vegetable crops at the farm. Now in its second year, the program has expanded to include recycling more than food scraps.

Lynn Pasette of Food Services took it upon herself to help staff and visitors understand what could be composted. “Since many do better with visual props, I created a display board of what not to compost,” Pasette said.

The display boards are positioned by the dish room where people can easily toss food scraps and items while returning their dirty dishes. “It can’t be much simpler than that,” enthuses Pasette. “We use locally sourced food whenever we can and our composting effort is another way we can contribute to the local food system.”



Lynn Pasette with the display she created to help staff and visitors understand what could be composted.

[EVENTS]

COPLEY SCRAMBLE

The 2016 Copley Scramble was one for the history books. For the first time in over twenty years, golfers were pulled off the course with two holes of play remaining due to torrential rain. Nonetheless, fun was had and the event raised more than \$24,000 for the new Surgical Center. We thank the many sponsors who made this possible, including our presenting sponsor Stewart Construction. Long-time Scramble coordinator Polly Manosh was honored at the awards luncheon for her dedication in organizing this popular event. The 2017 Scramble will be held July 15 at the Stowe Country Club. For details and registration visit copleyvt.org.



Skip and Alyssa Barnes with Debbie and Steve Clark

STOWE CHARITIES

The Stowe Wine & Food Classic celebrated good food, good people, exquisite wines and refreshing beer, thanks to Stowe Charities, Inc. and host Spruce Peak at Stowe. The 3-day event raised \$12,500 to outfit two new Infusion Suites as part of the Surgical Center construction.

5K RUN/WALK FOR THE HEART

“Iron Man” (a.k.a. Copley CEO Art Mathisen) faced some fierce competition at Copley’s annual 5K Run/walk for the Heart. At the start, Mathisen knew he had competition from members of the Peoples Academy cross country team, but it was Copley Laboratory Technician Daniel Moroney that proved to be his biggest competitor. Moroney flew across the finish line, with Mathisen graciously finishing in 2nd place with Stowe’s Tyler Ludington placing 3rd. The event raised \$4,700 for Copley’s heart health programs. This year’s event will be held Saturday September 30 at Oxbow Park in Morrisville.



Tyler Ludington, Art Mathisen and Daniel Moroney

[FINANCIALS]

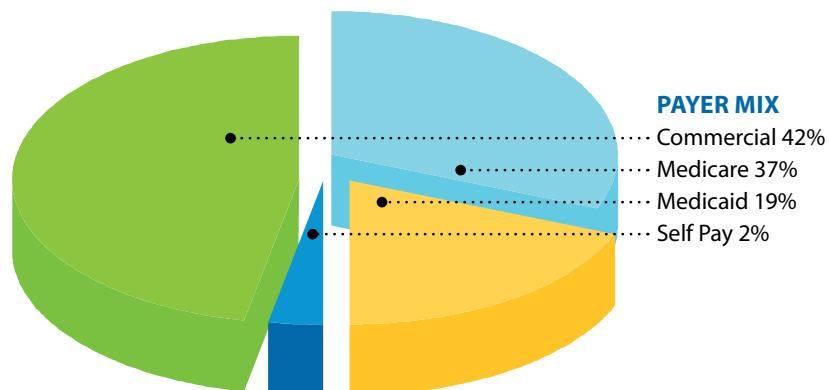
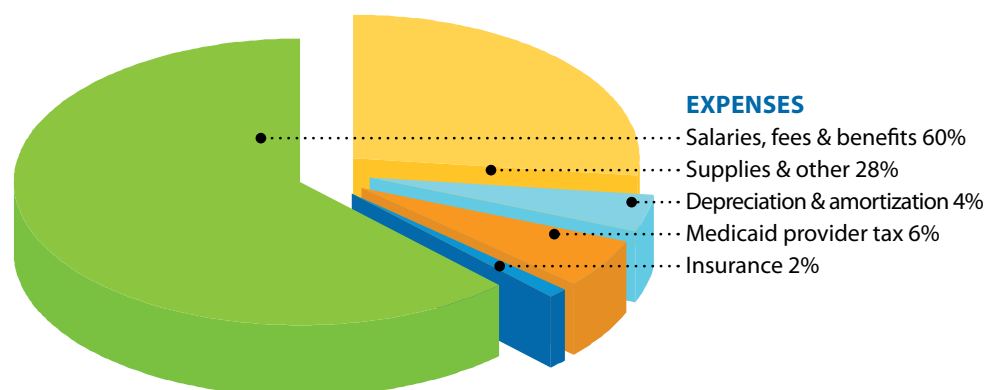
COPLEY HOSPITAL INC. STATEMENT OF REVENUE & EXPENSE

Revenue	FY2016	FY2015
Gross revenue	\$109,806,793	\$109,268,832
Less: Charges not paid by payers	(\$44,794,496)	(\$43,142,613)
Less: Bad debts	(\$1,386,798)	(\$1,891,472)
Less: Charity care	(\$821,151)	(\$770,281)
Other operating revenue	\$1,437,376	\$1,416,044
Total operating revenues	\$64,241,724	\$64,880,510
Expenses		
Salaries, fees and benefits	\$38,694,661	\$36,042,192
Supplies and other	\$18,091,263	\$17,648,131
Depreciation and amortization	\$2,488,051	\$2,412,029
Medicaid provider tax	\$3,794,131	\$3,578,061
Insurance	\$1,211,760	\$1,153,373
Interest	\$32,541	\$36,804
Total expenses	\$64,312,407	\$60,870,590
Operating income (loss)	(\$70,683)	\$4,009,920
Total non-operating revenue	\$248,399	\$642,352
Net income (loss)	\$177,716	\$4,652,272

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

BALANCE SHEETS

Assets	FY2016	FY2015
Operating cash and cash equivalents	\$13,115,754	\$14,151,649
Patient accounts receivable, net	\$4,667,731	\$4,286,387
Inventory	\$3,112,888	\$2,817,606
Prepaid expenses	\$1,390,159	\$1,378,025
Other accounts receivable	\$509,907	\$203,809
Assets limited as to use	\$763,011	\$3,268,462
Property and equipment, net	\$19,125,503	\$16,444,527
Donor restricted assets	\$7,040,732	\$6,514,833
Deferred compensation	\$1,921,889	\$1,571,860
Total assets	\$51,647,574	\$50,637,158
Liabilities and net assets		
Accounts payable and accrued expenses	\$3,560,808	\$2,396,363
Accrued payroll and related expenses	\$3,003,814	\$2,784,021
Estimated third-party payer settlements	\$250,000	\$1,400,000
Deferred compensation	\$1,921,889	\$1,571,860
Long-term debt	\$2,135,760	\$2,413,226
Restricted net assets	\$7,040,732	\$6,514,833
Unrestricted net assets	\$33,734,571	\$33,556,855
Total liabilities and net assets	\$51,647,574	\$50,637,158



Gift of Time

He's a familiar face to many who visit Copley. Perhaps 50 years as a music teacher in our community lends itself to this familiarity. Robert (Bob) Ianni has been volunteering at Copley Hospital's Information Desk since 2013. Bob is very humbled by the opportunity to volunteer at his community hospital. "I am happy to be here and hopefully making a difference for." Whether he's providing directions or information, locating a patient, or visiting with a waiting family member, his demeanor provides much needed comfort.

Bob is teamed up with Elmore resident and volunteer Flo Ciccolo, who looks forward to her Friday mornings with Bob. The two most definitely have developed a system with their role; one stays at the desk while the other escorts patients and visitors to where they need to go. Flo describes Bob's quick friendly greeting of "Good morning, how may we help you," much like his past love for teaching and directing music: always in tempo.

Every day, our incredible volunteers make a difference in the lives of our patients, their families, and staff by serving in various roles throughout the hospital. Last year, volunteers at the hospital, Gift Shop and Second Chance Thrift Store donated more than 13,000 volunteer hours.



Volunteers Flo Ciccolo and Bob Ianni

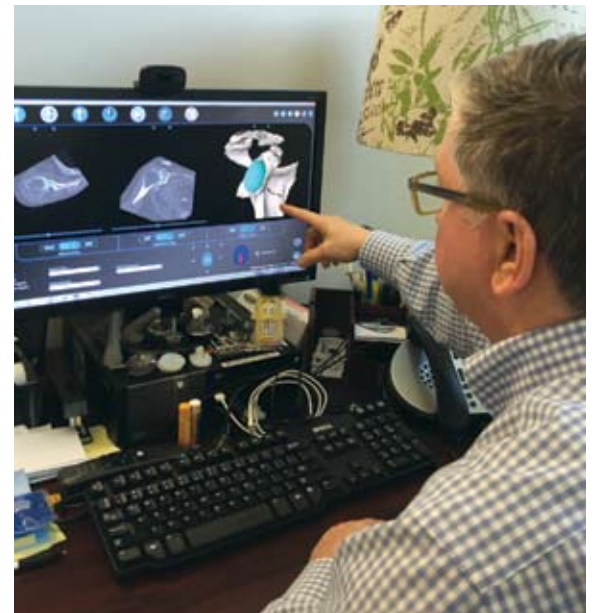
3D Technology for Better Outcomes

3D technology is being used extensively by Mansfield Orthopaedics. The practice offers total joint replacement which use 3D technology to create implants that specifically match each individual's anatomy. The technology is also helping surgeons prepare for surgery. They use 3D pre-operatively to visualize a complex procedure virtually before performing the actual surgery.

John Macy, MD has specialized in treating disorders and injuries of the shoulder at Copley since 2001. He performs approximately 100 shoulder replacements a year and uses 3D technology as part of his preparation. "The 3D software allows me to create an anatomical reconstruction from the patient's CT Scan and perform the implantation virtually," Dr. Macy says. This surgical preciseness allows Dr. Macy to make critical decisions before surgery. "It's a great tool, especially when facing a difficult reconstruction involving severe deformities."

"The benefits of 3D technology include less bone loss, shorter surgery time, and more accuracy to place the components precisely," says Dr. Macy. He feels this exactness will improve long-term outcomes for the patient.

John Macy, MD uses 3D technology to plan a complex procedure virtually before performing the actual surgery.



PHYSICIAN DIRECTORY & HOSPITAL SERVICES

Anesthesiology 888-8888
Copley Hospital Medical Group Practice
Ryan Austin, CRNA
Stephen Fischer, MD
Joan Fox, CRNA
Travis Knapp, CRNA
Chris Rohan, MD

Birthing Center/Obstetrics 888-8304

Cardiac/Pulmonary Rehabilitation 888-8230

Cardiology 888-8372
Copley Hospital Medical Group Practice
Adam Kunin, MD
Robert Lobel, MD

Clinical Nutrition/Dietitian 888-8233
Copley Hospital Practice
Lindsey Hoar, RD

Dentistry 334-6965
Birchwood Dental Associates
Murray Diner, DDS

Diabetes Educator 888-8226
Copley Hospital Practice
Nancy Wagner, RDN, CD, CDE

Emergency Medicine 888-8888
Copley Hospital Medical Group Practice
Adam Boise, NP
Jordice Corey, NP
Liam Gannon, MD
Patrick Heaghney, MD
John Kaeding, MD
J. Martin Linseisen, MD
Neil Nigro, MD
Christopher Niles, MD
Charles Osler, FNP
Adam Putnam, MD
Joseph Subasic, MD
Daniel Wolfson, MD

Family Practice
Hardwick Health Center (NHC) 472-3300
Mckalyn Leclerc, MD
Christine Malcolm, FNP
Sarah Morgan, MD
Peter Sher, MD
Jeri Wohlerg, FNP

Johnson: Independent Practice 635-7325
Paul Rogers, MD
Kristy Garbarino, NP

Morrisville Family Health Care (CHSLV) ... 888-5639
Delores Burroughs-Biron, MD
Kim Bruno, MD
Allison Christie, MD, MPH
David Coddair, MD
Cheryl Holton, FNP, CDE
Philip Kiely, MD
David Roy, MD

Stowe Family Practice (CHSLV) 253-4853
Laura Felsted, OD
Clea James, MD
Richard James, MD
Monique Karthaus, PA
Katherine Marvin, MD
Robert Quinn, MD
Melissa Volansky, MD
Angela Winchell, FNP

Stowe Personalized Medical Care 253-5020
David Bisbee, MD

Gastroenterology 888-3111
Independent Practice
Joel Silverstein, MD

General Surgery 888-8372
Copley Hospital Medical Group Practice
Donald Dupuis, MD, MS
Weatherby Healthcare
Shola Cole, MD

Gynecology/Obstetrics 888-8100
The Women's Center, a Copley Hospital Practice
William Ellis, MD
Independent Practices (*Gynecology only*)
Fred Rossman, MD 888-1966

Hospitalist Program 888-8173
Apogee Physicians
Patrick Keith, MD
Jennifer Peters, MD

Internal Medicine
Hardwick Health Center 472-3300
Brendan Buckley, MD

Laboratory Services 888-8340

Medical Records 888-8352

Naturopathic Medicine
Stowe Natural Family Wellness 253-2340
Jennifer Tuttle, ND
Independent Practice
Sara Norris, ND 860-3366

Neurology 888-5688
Neurology Clinic (CHSLV)
Jean Marie Prunty, MD

Nurse Midwifery 888-8100
The Women's Center, a Copley Hospital Practice
Alexandra "Kipp" Bovey, CNM
Jackie Bromley, CNM
Marje Kelso, CNM
Christine Malcolm, CNM, NP
April Vanderveer, CNM

Oncology & Cancer Care 888-8372
The University of Vermont Medical Center/
Copley Hospital Oncology – Outreach Clinic
Susan Hooper, APRN
Julie Jae Olin, MD

Ophthalmology 229-9554
Doyle Eye Care
Brian Doyle, MD

Optometry 888-3089
Green Mountain Eye Care
Francis Pinard, OD

Orthopedics & Sports Medicine ... 888-8405
Mansfield Orthopaedics, a Copley Hospital Practice
Nicholas Antell, MD
Brian Aros, MD
Alexis Gagne, PA-C
Mae Hickory, AGNP-C
Bryan Huber, MD
John C. Macy, MD
Sharon Mansfield, RN, MS, FNP-C, RNFA
Joseph S. McLaughlin, MD
Leah Morse, PA-C
Margaret Rowell, RN, BSN, ONC
Saul Trevino, MD
Janessa Vandette, PA-C
Nella Wennberg, PA-C

Otolaryngology 334-9009
Independent Practice
Paul Julien, MD

Pain Management 888-8392
Independent Practice
Anne Vitaletti-Coughlin, MD

Patient & Family Services 888-8311

Pathology
Independent Practice
John Mech, MD 888-8340
Vermont Dermatopathology 658-6269
Catherine Antley, MD

Pediatrics
Copley Hospital Birthing Center 888-8304
Diane Szlachetka, APRN, NNP-BC
Applesed Pediatrics (CHSLV) 888-7337
Sarayu Balu, MD
Adrienne Pahl, MD

Pulmonology 888-8667
Northern Vermont Center for Sleep Disorders
Veronika Jedlovsky, MD

Quality Management 888-8351

Radiology 888-8358
Vermont Radiologists
Richard Bennum, MD
Hartley Neel, MD
Candice Ortiz, MD
Robert Smith, MD
Diagnostic Imaging
MRI/CT/Mammogram, etc. 888-8358

Rehabilitation Services
All Copley Hospital Practices
Copley Hospital 888-8303
Copley Rehabilitation in Stowe 888-8634
Hardwick Physical Therapy 472-6186
Orthopedics Rehabilitation Hand
Therapy 888-8634

Sleep Medicine 888-8667
Northern Vermont Center for Sleep Disorders
Mandy Degre, FNP
Weili Gray, MD
Veronika Jedlovsky, MD

Urology 888-8372
Copley Hospital Medical Group Practice
Betsy Perez, MD

Wellness Center 888-8369