

# Annual Report

FISCAL YEAR 2017: OCTOBER 1, 2016–SEPTEMBER 30, 2017



Copley strives to help people live healthier lives by providing exceptional care and superior service.

With our 524 employees, Copley works collaboratively with other healthcare providers, social service organizations, community leaders and local businesses in this endeavor.

*We hope you enjoy these highlights from 2017.*



EXCEPTIONAL CARE. COMMUNITY FOCUSED.

## FY2017 was historic as Copley worked through transitions and had a number of reasons to celebrate.

Most notably, we celebrated 20 years of midwifery services and replaced our 40-year-old operating rooms with the new James and Mary Louise Carpenter Surgical Center. Through it all, we kept our focus on providing outstanding patient care and increasing access to affordable care.



After years of planning for the new surgical center and seeing the center become a reality, it was time to update the hospital's strategic plan. A multi-disciplinary team of medical staff, department managers, senior leaders and trustees worked for most of the year to develop the plan. In July, the Board of Trustees approved the committee's recommendations and work began to roll the strategic plan out to the staff. The foundation of our plan is balancing our commitment to quality, patient centered care to help improve the health of our community while securing the financial stability of the hospital.

On behalf of the Trustees, I want to personally thank each of you for your support of Copley. The staff and my colleagues were honored by your incredible generosity, enabling us to open the new surgical center, offer charitable care to those in need, and purchase needed medical equipment. In particular, the Copley Hospital Auxiliary was instrumental. They made the very first pledge to the campaign for the new surgical center in 2013, offered a challenge grant in 2016 and helped us close the campaign this year with a matching grant. What an extraordinary group of volunteers and what an incredible community dedicated to taking care of one another. Thank you.



Laine Nichols  
Chair, Board of Trustees

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*On the cover: Copley Hospital Trustee Nancy Putnam, VP of Community Relations Leah Hollenberger, Board of Trustees Chair Laine Nichols, Chief of Surgery Dr. Bryan Huber, Senator Rich Westman, and CEO Art Mathisen cut the ribbon to open the James and Mary Louise Carpenter Surgical Center at Copley Hospital.*

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## Copley built more than brick and mortar in FY2017.

The hospital continued with its effort to build and sustain a highly effective workforce. We successfully recruited for and redefined key leadership positions to strategically meet the challenges of healthcare today. Vera Jones was promoted from Vice President of Operations to Chief Operating Officer. Michael Brigati, RN was hired as Nurse Director of the Emergency Department and also oversees Respiratory Services and House Supervisors. Paul O'Kane, RN, MS was welcomed as the hospital's Director of Clinical Informatics & Nursing Practice, an increasingly critical role as data collection and management becomes more digitally based. Elizabeth (Liz) Houtsma, RN, joined Copley as Supervisor for our Acute Care Nursing Unit and she was joined shortly thereafter by Kelli Converse, RN, our new Director of Inpatient Nursing. We also filled many other key clinical and administrative positions throughout the hospital with dedicated professionals coming to Copley with excitement and new ideas on how to help us sustain the many great things we do and improve in key areas of the hospital.



We also pursued initiatives to help improve the health of our community. LiveWellLamoille.com, our collaborative community blog, was honored with two Gold Lamplighter Awards from the New England Society of Health Care Communications. It was featured in the October 2017 edition of Healthcare Marketing Report as the first community blog of its kind in the country. The blog has reached 10% of all households in Lamoille County. LiveWellLamoille.com has averaged 670 views per month, with readers viewing an average of 2.63 pages per session. Community leaders and experts in the social determinants of health contribute to the blog, creating a valuable resource for community members and encouraging each one of us to make healthy choices.

We continued our work with the multi-disciplinary Unified Community Collaborative as part of OneCare and the Blueprint for Health. In addition to medically-based initiatives and community wellness events and activities, we also contributed to prevention efforts with Healthy Lamoille Valley, the Lamoille Hunger Council, and supported bike and pedestrian-friendly initiatives in Morristown.

I am proud of Team Copley and all we have accomplished this year and it is only because of your support that we can continue to make a difference to our community. Healthcare will continue to be challenging, but together, we can all nurture a healthier community and continue to ensure access to needed care is available. Thank you for making a difference to Copley.



Art Mathisen  
CEO



### TYPICAL DAY IN COPLEY'S EMERGENCY DEPARTMENT

47 people seen in ER per day  
5% critical  
37% urgent  
44% less urgent  
12% non urgent

11% admitted to the hospital  
81% discharged  
3% transferred  
2% left before treatment completed  
0.7% leave without being seen



**1** Social Workers Dominique Couture and Claire Hancock work with patients with complex health issues. They play a key role in community efforts to reduce preventable visits, reduce readmissions and help people live healthier lives. **2** Twenty years of midwifery was celebrated with an "I was born at Copley" photo. **3** Jack Mitrani, with Hannah Rose, is ready for discharge following successful surgery. **4** Dr. John Macy and his surgical team use a green light during arthroscopic shoulder surgery to heighten visibility. An arthroscope is a small tube with optical fibers and lenses connected to a video camera so the interior of the joint can be viewed on a monitor.

## Care Coordination Helps Decrease Costs

Care coordination is a collaboration between providers, social services and the patient themselves. It often sounds simpler than it actually is. Thoughtful, consistent care coordination involving the patient and all members of their care team is needed over the long term to help someone become healthier.

Copley Hospital recently participated in an initiative to reduce the percentage of Emergency Department (ED) visits of 29 identified "super-utilizers" by implementing a shared care plan. The 29 "super-utilizers" accounted for 4% of the total ED visits in the initial 90-day time period; they accounted for only 1% in the second 90-day time period. A potential \$144,300 was saved by the state's health care system with this decrease in ED visits. This collaborative initiative involved the Blueprint for Health Medical Homes (Community Health Services of Lamoille Valley, Northern Counties Health Care, Family Practice Associates in Cambridge and other primary care practices), Vermont Chronic Care Initiative with the Vermont Department of Health, and other local health agencies along with Copley Hospital. The initiative continues, assisting with both clinical and social determinants of health. You can read more about Care Coordination at Copley on the Live Well Lamoille blog [www.livewelllamoille.com/care-coordination-at-copleyhospital](http://www.livewelllamoille.com/care-coordination-at-copleyhospital).

## Helping Addicted Mothers-to-Be Close to Home

The Women's Center and Copley's Birthing Center work closely with the area's Medically Assisted Treatment (MAT) program on the "Close to Home" program. "Close to Home" provides high quality, low intervention prenatal, obstetric, newborn, and post-partum care at a local level. It is for mothers-to-be already stable in a medication assisted treatment program. Weekly and quarterly reviews ensure these patients get connected to available resources and the participants meet with anesthesia and pediatric providers prior to birth for education on the program. Newborns of women in this program are required to stay at the hospital for 96 hours as it can take 24-48 hours for symptoms of withdrawal to show up. The Women's Center and Copley's Birthing Center also refer patients to the Lamoille Family Center's Rocking Horse program for families living with substance abuse.

## James and Mary Louise Carpenter Surgical Center Opens

Jack Mitrani, host of the X Games and co-founder of the Friendly Gathering was the first patient to use the James and Mary Louise Carpenter Surgical Center. Jack broke his leg while out of state and chose to return home and come to Copley for his surgery.

More than 200 community members turned out for the Ribbon Cutting Ceremony for the new Surgical Center. The event also marked the completion of the largest successful capital campaign in the hospital's history. Donors contributed more than \$3.2 million toward building the new center which opened in July 2017.



1



2



3

1 Milo Newton was our first baby of 2017. Proud parents Erica and Brant Newton of Sheldon celebrated Milo with certified nurse midwife Jackie Bromley and Birthing Center staff including Annie Price-Smith, RN. Older sister, Kaia, was also born at Copley. 2 Our new portable digital x-ray machine enables providers to view images immediately after exposure while in the OR or ED. 3 Copley encouraged folks to move more with two fundraising events: the Copley Golf Scramble and the Copley 5K Run for the Heart. More than \$24,000 was raised with these events which also encouraged people to use resources in their community to stay active.

## Quality Assurance

Both our Computed Topography (CT Scanning) and Echocardiography Laboratory received accreditation from the American College of Radiology. ACR accreditation represents the highest level of image quality and patient safety. The hospital had to demonstrate ACR Practice Parameters and Technical Standards during a peer-review evaluation by board-certified physicians and medical physicists who are experts in the field. With ACR accreditation, patients can trust they are receiving the best possible quality imaging from experts using the best technology in a safe environment.



We are devoting more resources to data collection and benchmarking to measure and improve our quality of care. These efforts include participation in the American College of Surgeons National Surgical Quality Improvement Program (NSQIP) to measure and improve the quality of surgical care and decrease costs. We are participating in the Medicare Beneficiary Quality Improvement Project (MBQIP) to increase quality data reporting by Critical Access Hospitals for the purpose of driving quality improvement activities. We also initiated the Antibiotic Stewardship Program (ASP) to optimize the treatment of infections and reduce adverse events associated with antibiotic use. Together these quality initiatives support value-based payment and health care delivery reform.

## Growing the Workforce

Copley is partnering with the nursing programs at Norwich University, University of Vermont Medical Center, Castleton University, and Vermont Technical College to encourage current students to remain in Vermont. Copley is now a clinical practicum site for nursing students and is active with the area's Healthcare Workforce Development Committee.

During FY 2017 Copley contributed more than **\$7.7 million** in community benefits.

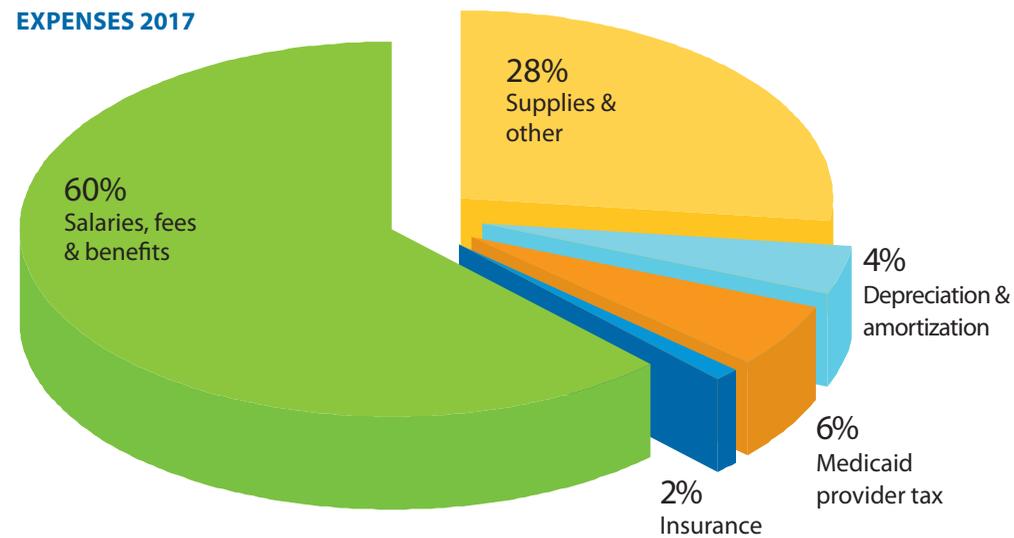
- Access to care with our charitable care program
- Subsidized health services
- Wellness, prevention and education programs
- Community-building activities
- Health professionals education and training
- In-kind contributions

Patient Visits	
Admissions	2,639
Births	194
Emergency Room Visits	12,461
Patient Days of Care	5,991
Diagnostic Tests	
Laboratory	338,241
Radiology/Diagnostic Imaging	31,547
Outpatient Visits	
Outpatient Visits	79,701
Rehabilitation Treatments Hours	14,150
Respiratory Therapy	11,292
Procedures	1,427
Surgeries	2,091
Community Wellness Attendees	2,473

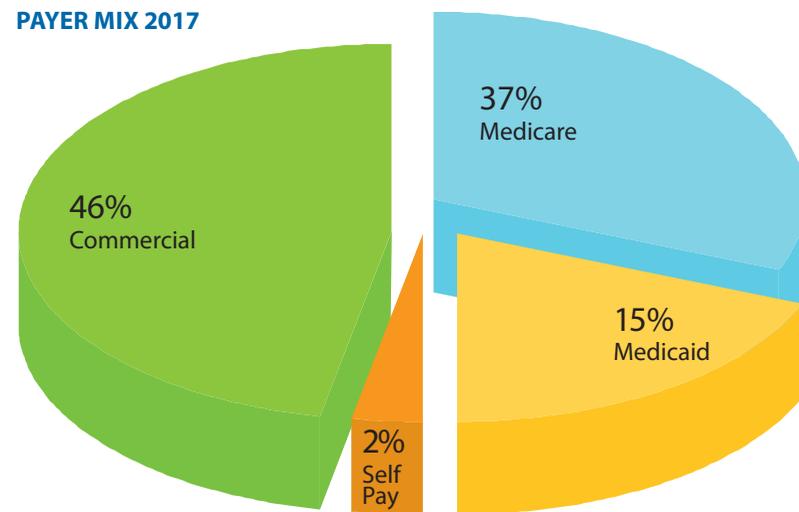
[ FINANCIALS ]

Copley has reduced our rates by 11% over three years. We have committed to cost savings of \$3 million over two years (FY17 and FY18). This is a significant undertaking for a small critical access hospital and demonstrates our willingness to take on additional risk.

**EXPENSES 2017**



**PAYER MIX 2017**



**COPLEY HOSPITAL INC. STATEMENT OF REVENUE & EXPENSE**

	FY2017	FY2016
<b>Revenue</b>		
Gross revenue	\$109,770,218	\$109,806,793
Less: Charges not paid by payers	(\$42,667,373)	(\$44,794,496)
Less: Bad debts	(\$1,428,812)	(\$1,386,798)
Less: Charity care	(\$690,041)	(\$821,151)
Other operating revenue	\$1,442,746	\$1,437,376
<b>Total operating revenues</b>	<b>\$66,426,738</b>	<b>\$64,241,724</b>
<b>Expenses</b>		
Salaries, fees and benefits	\$39,941,000	\$38,694,661
Supplies and other	\$19,533,021	\$18,091,263
Depreciation and amortization	\$2,384,021	\$2,488,051
Medicaid provider tax	\$3,747,213	\$3,794,131
Insurance	\$1,148,240	\$1,211,760
Interest	\$26,868	\$32,541
<b>Total expenses</b>	<b>\$66,780,363</b>	<b>\$64,312,407</b>
<b>Operating income (loss)</b>	<b>(\$353,625)</b>	<b>(\$70,683)</b>
Total non-operating revenue <i>(reflects fundraising for Surgical Center)</i>	\$3,029,737	\$248,399
<b>Net income (loss)</b>	<b>\$2,676,112</b>	<b>\$177,716</b>

**BALANCE SHEETS**

	FY2017	FY2016
<b>Assets</b>		
Operating cash and cash equivalents	\$13,409,572	\$13,115,754
Patient accounts receivable, net	\$4,978,617	\$4,667,731
Inventory	\$3,337,286	\$3,112,888
Prepaid expenses	\$1,578,154	\$1,390,159
Other accounts receivable	\$199,406	\$509,907
Assets limited as to use	\$1,478,371	\$763,011
Property and equipment, net	\$28,145,738	\$19,125,503
Donor restricted assets	\$4,634,446	\$7,040,732
Deferred compensation	\$2,248,762	\$1,921,889
<b>Total assets</b>	<b>\$60,010,352</b>	<b>\$51,647,574</b>
<b>Liabilities and net assets</b>		
Accounts payable and accrued expenses	\$3,227,354	\$3,560,808
Accrued payroll and related expenses	\$3,366,736	\$3,003,814
Estimated third-party payer settlements	\$1,200,000	\$250,000
Deferred compensation	\$2,248,762	\$1,921,889
Long-term debt	\$8,922,371	\$2,135,760
Restricted net assets	\$4,634,446	\$7,040,732
Unrestricted net assets	\$36,410,683	\$33,734,571
<b>Total liabilities and net assets</b>	<b>\$60,010,352</b>	<b>\$51,647,574</b>

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.

[ GIVING ]

Copley Hospital is grateful to the following individuals and organizations that supported our not-for-profit community hospital in Fiscal Year 2017 (October 1, 2016 through September 30, 2017). In addition to the donors listed, we also extend thanks to our many anonymous donors.



“In a big hospital, half the battle is having staff treat you as a person, not just ‘the patient with a broken leg.’ The staff at Copley are kind, genuine, authentic human beings who are respectful and nice to deal with. It’s a calm setting with cutting-edge equipment and good staff that have good training. Copley felt like the best of both worlds.”

**MEGAN GRAY**  
Greensboro

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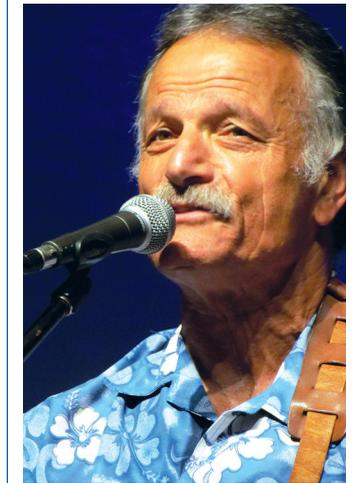
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