

STRATEGIC INITIATIVES AND PUBLIC PARTICIPATION_ 2015

Copley Hospital achieves openness, inclusiveness and meaningful public participation in its strategic planning, decision making and initiatives in a variety of ways.

Copley Hospital is governed by a volunteer board of trustees comprised of local citizens representing a cross section of the communities served. These community members donate their time to guide the implementation of Copley Hospital's mission. They provide direct community input into the decision making of, and strategic planning for Copley Hospital.

Copley Hospital also achieves openness and inclusiveness through its corporate members who are responsible to ensure that the needs of the community are represented. Three times a year, our corporators receive a President's Letter sharing information about the hospital and are invited to share any of their concerns directly with the hospital's President and CEO. Like our Trustees, they serve as the eyes and ears of the communities we serve and share their communities' concerns with the hospital.

Copley Hospital's Annual Meeting is open to the public and publicized via local media in advance. In addition, an invitation is featured in our "Courier" newsletter, which is sent to ~25,000 households in the community via inserts in local newspapers.

During these meetings, attendees share the needs and concerns of their communities and the hospital provides an update about its services and healthcare issues. High quality care and local access to care and services are priorities for our trustees, corporators, and public meeting attendees. They express strong expectations that primary care, emergency services, women's and children's services, diagnostic testing, outpatient and inpatient services be available close to home.

Copley has an active volunteer program, with more than 110 volunteers performing a variety of roles. In FY2014, nearly 13,000 hours of service were donated. Copley's website (www.copleyvt.org) and the hospital's Annual Report as well as press releases and announcements shared via local media are used to keep the community apprised of opportunities to participate with the hospital.

Copley Hospital collaborates with community leaders, business owners, legislators and other healthcare providers and local government officials for a variety of community initiatives and planning. We seek and invite public participation in our community health care needs assessment. Senior Management and Community Health and Wellness staff participate in ongoing activities with organizations including the Copley Hospital Service Area Blueprint for Health Extended Community Health Team ("the Blueprint"); One Care Vermont and CHAC Accountable Care Organizations; Vermont Department of Health; Lamoille County Mental Health; the United Way; Vermont's Area Health Education Centers, Lamoille Regional Chamber of Commerce; Lamoille Economic Development Corporation; Lamoille County Prevention Campaign; and local Rotaries.

For strategic planning, we utilize our own data plus data collected by the Vermont Department of Health, comparative data from Vermont Association of Hospitals and Health Systems, census data, core measures data, HCAHPS patient satisfaction data, and information from other non-profit organizations that represent the broad interests of the community served by the hospital, including those with special knowledge or expertise of public health issues. We welcome information and concerns at our Annual Meeting, during discussions with business leaders and/or patient satisfaction surveys. A formal Community Health Needs Assessment is being conducted in FY2015.

Our multi-disciplinary community-based steering committee working with the Blueprint for Health program also serves as our community assessment steering committee (CASC). This group includes area healthcare providers and community stakeholders. Vermont Department of Health officials participating in the Blueprint for Health team/CASC includes Morrisville/Barre District Field Director Valerie Valcour and Substance Abuse Prevention Consultant Michelle Salvador. Also participating are representatives from Morrisville Family Health Care, Stowe Family Practice and Copley Hospital; Hardwick Health Center; Behavioral Health & Wellness; Lamoille County Mental Health, Lamoille Home Health and Hospice; The Manor; the Vermont Department of Health Access; representatives from the Lamoille Family Center, Central Vermont Council on Aging, Meals On Wheels, and Lamoille Valley Housing & Homeless Coalition.

Copley Hospital's strategic plan focuses on six pillars: clinical quality, patient satisfaction, financial stewardship, workforce excellence, programs/services, and facilities. Progress within these areas is reviewed regularly by Copley's senior team and quarterly updates are provided to our Board of Trustees. Copley publicly reports quality data and financial data in our annual report, in our community newsletter, on bulletin boards throughout the hospital and on our website, www.copleyvt.org.

We continue to focus on meeting the healthcare needs of the community, improving patient care and safety, continuing to expand our collaborative relationships with the Blueprint for Health program, improve effectiveness and efficiency in collaboration with ACO initiatives and address pressing hospital facility needs.

Copley has one of the oldest facilities in the state. The hospital has focused on upgrading the facility to meet the needs of the community while also practicing good fiscal stewardship. FY2013 focused on planning the modernization of Copley's Surgical Suite, which was last updated in 1980. Medical Staff members, hospital personnel, patient satisfaction scores and comments, trustees, and facility benchmarks from the appropriate industry organizations all played a role in the planning. In FY2014, Copley submitted a Certificate of Need application to the Green Mountain Care Board. The new surgical suite will provide critical infrastructure linking our Surgical Suite with Outpatient Services, enabling clinical staff to share pre-op and recovery rooms as is appropriate. The new surgical suite will be a vital, busy resource for Copley's 24/7 Emergency Department, for The Women's Center, for our comprehensive orthopaedics, oncology,

urology, cardiology, ophthalmology and general surgery programs, and for our hospital-based outpatient pediatric surgical-sedation dentistry program.

Copley has been recognized repeatedly for its outstanding care. Copley has been named a HealthStrong Hospital by iVantages Health Analytics for four years in a row, measured across 62 different performance metrics, including quality outcomes, patient perspective, measures, affordability and efficiency, and our orthopaedics practice, Mansfield Orthopaedics, has been voted “best orthopedic practice” by readers of Vermont Sports magazine for the third year in a row.

CURRENT INITIATIVES TO MEET OUR COMMUNITY’S HEALTHCARE NEEDS

Improving Access to Healthcare; Reducing the Cost of Health Care

Copley is committed to helping people receive the right care, at the right time, in the right place. The Hospital continues to recruit providers, hiring some and contracting with other area hospitals to share the services of individual providers so both communities’ needs are met.

Since September 2012, Copley Hospital has made nearly 600 referrals to local Blueprint for Health Care Coordinators for assistance in securing a primary care physician. The hospital collaborated with area medical homes to provide patient education that promoted appropriate use of the hospital emergency department. We have facilitated local Blueprint Care Coordinators within family practices to identify trends among their patients using the Emergency Department for non-emergent care.

Healthcare Reform

A foundation to sustainable healthcare reform is data. The collection, storage and sharing of data is necessary to improve patient safety, patient care and reduce unnecessary duplication. The collection and analysis of data is also needed to improve standards of practice and measure the health of a population. Ongoing development of our Electronic Health Record, along with collaborations with Vermont Information Technology Leaders (VITL) and our Blueprint and Accountable Care Organizations partners continue so that we have the necessary data and information sharing needed for reform initiatives.

We are on track to attest to meaningful use stage 2. In FY2015 implemented a new E.H.R. in the Emergency Department. We continue to build out our E.H.R. in our Outpatient clinics, including urology, cardiology, orthopaedics and The Women’s Center. We continue to collaborate with VITL and are connected to the local long term skilled nursing facility, and local medical homes via a bi-directional interface to and from the Vermont Health Information Exchange. This enables lab results and diagnostic images to be digitally transmitted to other hospitals and providers as needed.

Copley Hospital is participating in OneCare Vermont, the Medicare Accountable Care Organization (ACO) organized by Fletcher Allen Health Care and Dartmouth Hitchcock

Medical Center, and CHAC, the ACO organized by FQHCs. An ACO is a collaborative network of providers focused on the health of patients. Providers share in the savings, if any, in the care of the Medicare, Medicaid and Vermont Health Connect populations. The goal is to increase collaboration and efficiency between all the providers and reduce unnecessary tests, procedures and admissions. Because funds to an ACO are limited, there are incentives for participating providers to find ways to deliver care at reduced costs, such as by reducing avoidable hospital admissions. Unlike the current fee for service system, an ACO puts hospitals and physicians at risk of running out of allocated funds before all the needed care is delivered. Each participating organization is also required to submit claims data for evaluation by the ACO in addition to clinical data tracking 33 quality measures.

We are working with local medical homes, Lamoille Home Health & Hospice and local long-term skilled nursing facilities to improve transitions in care and reduce avoidable readmissions.

Our Patient Financial Counselor and Patient and Family Services representatives assist the public in identifying and applying for social services and insurance programs where needed, including enrollment in Vermont Health Connect.

Focus on Preventative Care/Health Improvement

Copley provides a variety of programs to assist community members in leading a healthier lifestyle. These activities included:

Diabetes Management, Smoking Cessation

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

Free blood pressure and blood sugar screenings in the community along with flu vaccine clinics.

Incorporating Screening for Depression in our Wellness Programs.

Workplace Wellness Program

Classes and seminars such as: 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 and volunteers perform literature searches for consumers on request. The library also maintains an online health information library with resource links. Our Health Sciences Librarian has worked with area community libraries to coordinate a series of presentations that focus on healthy lifestyles and preventative strategies. Topics have

included “Do You Need A Nutritional Supplement”, “Eating Healthy on a Budget,” and “Preventative Cardiac Care: Living a Healthy Lifestyle.”

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 newsletter includes wellness tips and a healthy recipe and is distributed three times a year 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.

To obtain a copy of our Annual Report, strategic and capital plans, depreciation schedule, volunteer opportunities and/or obtain information about public events, please contact:

To learn more about volunteering, upcoming public events, request a copy of our Annual Report, inquire about serving as a corporate member or sharing your opinion regarding the healthcare needs in our community, please contact:

Copley Hospital
Attn: Community Relations
528 Washington Highway
Morrisville, VT 05661
Phone: 802-888-8302
www.copleyvt.org/ContactCopley