

CommUnity 2020

We can't build a healthy community without you.



ANNUAL REPORT

Because of your support, Copley Hospital is able to help people live healthier lives by providing exceptional care and superior service. Healthcare today is defined by change and transitions, powered by thoughtful and strategic plans and collaborations. Copley continues to work with a number of community partners, all dedicated to a shared effort to improve transitions in care and outcomes, with a goal of improving the health of our community.

On the cover: The surgeons and providers from Mansfield Orthopaedics, a specialty practice of Copley Hospital. Talented, dedicated professionals who work hard to help patients get back to doing what they love.

Pictured (l to r): Brian Aros, MD; Alexis Gagne, PA-C; Stuart Sutherland, PA-C; (sitting) Janessa Vandette, PA-C; Nella Wennberg, PA-C; Joseph McLaughlin, MD; Nicholas Antell, MD; Mae Hickory, PA-C; Bryan Monier, MD; Kristen Glick, PA; John Macy, MD; Margaret Rowell, RN; Sharon Mansfield, RN, MS, FNP-C, RNFA; Bryan Huber, MD.

[FROM THE PRESIDENT]

Dear Friends, Colleagues, and Community Members,

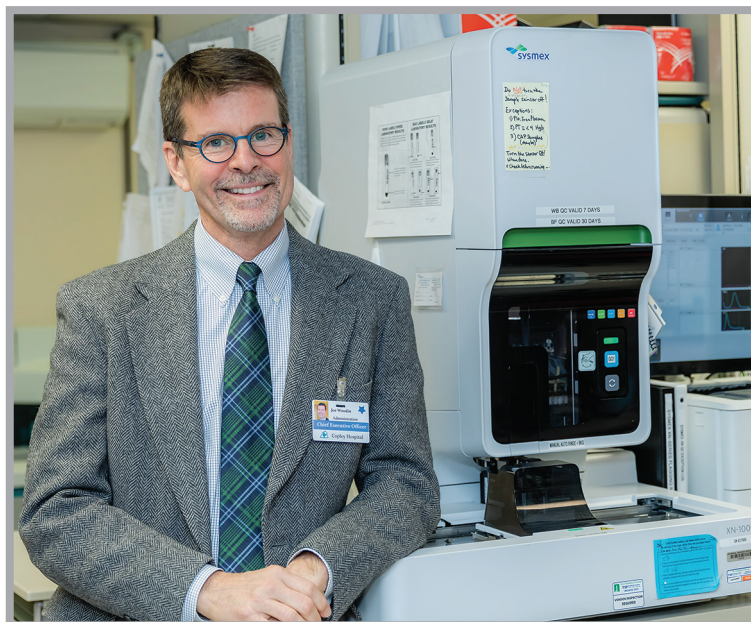
I am pleased to share this year's annual report with you, and I am equally grateful, and humbled, to serve as your new Hospital Administrator. It has long been my hope and intention to return to Vermont – *to return home* – and resume the career I began in Burlington back in 1983. I am excited about the incredible potential I see (everyday!) within these walls. I am excited about settling down and exploring this beautiful part of our state. And I am excited about all we will do in the coming years to maintain Copley's well deserved reputation as an outstanding Critical Access Hospital!

Since its founding in 1932, Copley has attracted some of the finest doctors, surgeons, nurses, technicians, and healthcare workers in New England. Some come to enjoy our rural environment and the great outdoors; others to raise their families in a caring, close-knit community; and still others because of our decades old reputation for excellence and innovation. But what sets Copley apart from so many hospitals around the country is this: *they stay*. They become part of the fabric of our communities. They get to know their patients and their patients' families. Consequently, this allows them to provide profoundly personalized health care, tailored to each patient's needs. You will not find this kind of care in most hospitals these days, but you will find it here, and it's one of the reasons our patients stay loyal to us year after year. We truly are the gold standard in community health care.

However, like most small rural hospitals, we are not without our challenges. Healthcare reform, at both the state and federal level, has had a significant impact on how we treat patients and manage our bottom line. It's no secret that we – along with other small Vermont hospitals – have struggled to remain profitable over the past few years. But a quick look at our numbers gives me a great deal of confidence: the volume of people who come to us for orthopedic care, to our birthing center, to our ER, to our infusion center, for general surgery, or for a host of other services. And these are not just our own community members. People drive from across Vermont, New Hampshire, and even New York to be treated at Copley. And that tells us something very important. People know us, people trust us, and people have faith in our ability to restore them to health. It's one of the reasons I believe we are well positioned to meet the challenges of today, and also those we will face down the road...

I thank you for the opportunity to serve as your Administrator, and ask for your continued and ongoing support. Just like it says on the cover, "We can't build a healthy community without you!" Let's do this together.

Regards,
Joseph Woodin
President & CEO, Copley Hospital



[HIGHLIGHTS]



Jeffrey and Lindsay Baumann with baby Tansy and Dr. William Ellis.



Lori Profota, RN Chief Nursing Officer; Dominique Couture, Social Worker and Michael Brigati, RN.



NCVRC Recovery Coaches: Liam Reynolds, Michael Brigati, Megan Dorsey, Michael Privee, Geoff Butler, Vicki Schwab and Daniel Franklin.

Welcome Baby Baumann

At 1:59pm on January 2, 2019, Copley Hospital and proud parents Lindsay and Jeffrey Baumann of Waterbury Center welcomed the first Copley baby of the year, Tansy Baumann. Tansy was delivered by OB/GYN William Ellis, MD, and Certified Nurse Midwife April Vanderveer.

Care Coordination Program Featured Nationally

Copley Hospital's Care Coordination program in the Emergency Department attracts national attention. Three of Copley's clinical leaders involved in launching the program were invited to speak at the American Hospital Association's 2019 Rural Health Care Leadership Conference. The conference brought top practitioners and thinkers together to share strategies and resources for accelerating the shift to a more integrated and sustainable rural health system.

Copley Joins Lamoille County Sheriff's Department and Morristown and Hardwick Police Departments in Accepting Unused and Unwanted Prescriptions

Community members have an additional location to drop off unused and unwanted prescription medications year-round. Copley Hospital has installed a secure prescription medication drop box in the main hallway outside of the Laboratory Check-in. The Drop Box is a convenient and easy way for residents to safely dispose of unwanted or expired prescription medications.

Hospital Contributes to Community Initiatives

Copley staff give back to the community every single day, including providing nearly \$842,000 in charitable care in FY2019. Staff once again collected non-perishable canned goods for Thanksgiving baskets distributed by the Lamoille Area Food Share. The Lamoille Family Center's Holiday Project continues to be a favorite amongst staff. Eight boxes of unwrapped toys were collected and delivered for this project. The staff also "adopted" seven families for the holiday season. Copley also provided free laundry services for the Lamoille Community Shelter, the local warming shelter located in Hyde Park.

Recovery Coaches in the Emergency Department

A new collaboration between North Central Vermont Recovery Center (NCVRC) and Copley Hospital is helping to provide better support to people with active addiction to succeed in recovery. Recovery coaches from NCVRC connect directly with people who have expressed interest in seeking treatment for addiction while receiving their medical treatment at Copley.

New Faces Joined Our Medical Staff

The Emergency Department welcomed husband and wife team Nathan Hemmer, MD, and Megan Lea, MD. The doctors moved to Vermont from Alaska to fill a vacated full-time position in our Emergency Department. Both are Diplomats with the American Board of Emergency Medicine and strong additions to our ED team.

Copley: In a Quality League of its Own

Copley participates in the National Surgical Quality Improvement Program (NSQIP), which is considered the Gold Standard for measuring surgical safety outcomes. NSQIP averages reflect large, well-known medical centers much more than small, community hospitals, so Copley is proud to be among the participating facilities. From our first year of NSQIP data, it was clearly shown that surgical services at Copley uniformly produce better outcomes than the NSQIP average. In terms of overall complications and readmissions, Copley is so much better, we are in a statistical league above the NSQIP average, standing as an outlier for surgical quality outcomes. Our community should take pride in knowing that a national leader in this area is their very own community hospital and their friends, neighbors and family members who make up the Copley care team.

Mansfield Orthopaedics Introduces NAVIO, a Robotics-Assisted Surgical System

In September, two of the Mansfield Orthopaedic fellowship-trained orthopaedic surgeons, Dr. Brian Aros and Dr. Nicholas Antell, introduced robotics-assisted surgery to Mansfield's knee replacement program. Robotics-assisted knee surgery provides another way to achieve technical accuracy and precision for partial and total knee replacement procedures. Mansfield Orthopaedics strives to provide high value, cost effective, and patient-centric care that produces excellent outcomes that are meaningful to patients. This technology is a strategy that moves the practice towards that goal. In the skilled hands of a Mansfield surgeon, the hand-held NAVIO device is used to prepare bone, size and position knee implants, factors that contribute to the outcome of the procedure.

Copley: A Proven Leader in Delivering Positive Patient Experiences

Hospital Consumer Assessment of Healthcare Providers and Systems survey (HCAHPS) is the first national, standardized, publicly reported survey of patients' perspectives of hospital care. HCAHPS measures patients' perceptions of their hospital experience. In 2019, Copley scored impressively, placing in the top 9% of all hospitals surveyed, landing well above the national average for overall patient satisfaction. The team at Copley work tirelessly to deliver exceptional, quality care and our 2019 survey results prove that we are successful in those efforts and, most importantly, our patients are taking notice and are appreciative of the care they receive here.



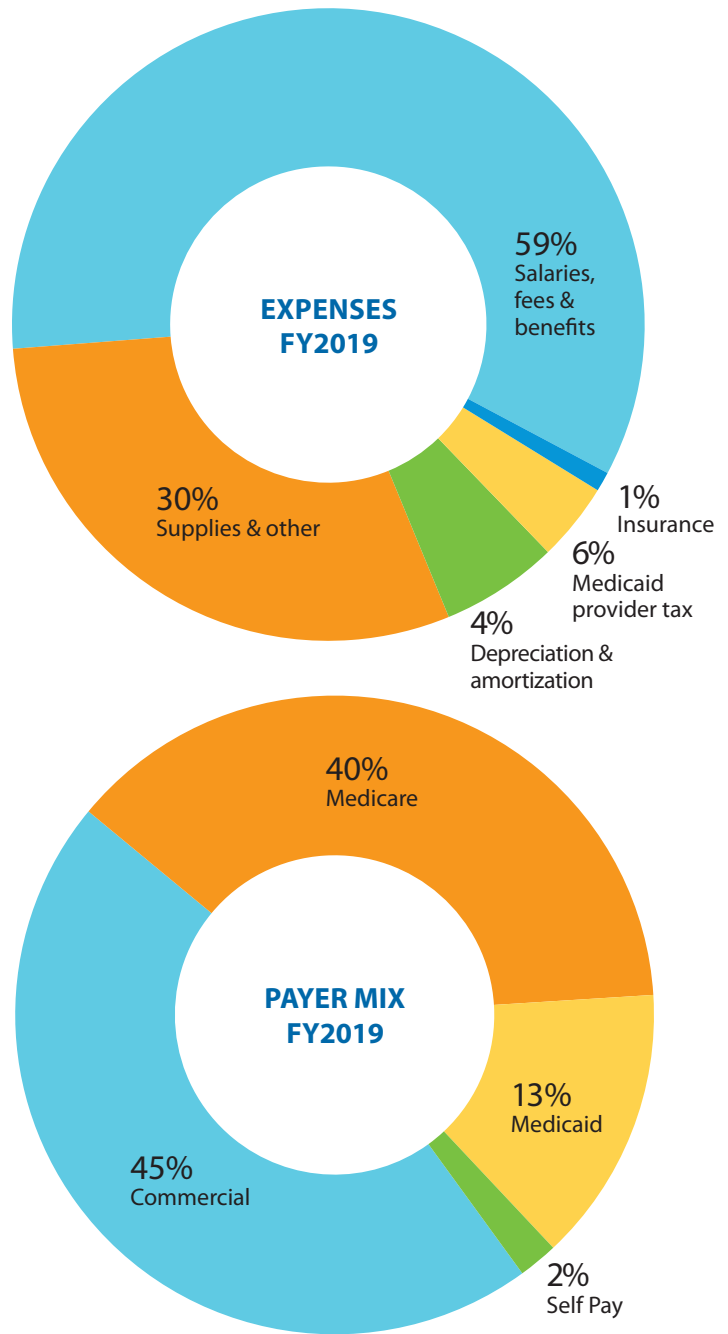
Nathan Hemmer, MD and Megan Lea, MD



The Navio Robotics-Assisted Surgical System

FY2019 was a challenging year for Copley. Unexpected medical staff vacancies and unfavorable reimbursement trends challenged our ability to meet budgeted utilization and net patient revenue (NPR), which was under budget by \$3.2 million. Copley's NPR shortfall in FY19 was the result of an unfavorable payer mix shift (from commercial to Medicare), increased bad debt and charity care, and lower than expected utilization due, primarily, to the medical leave of an orthopedic surgeon, the retirement of our pediatric dental surgeon, and a slower than expected practice growth for surgeons hired in 2018. Strategic cost-saving measures were implemented to address these challenges and, as a result, operating expenses were held under budget by \$858,000, or 1.2 percent.

Due to our NPR shortage, Copley generated an operating loss of \$2.2 million in FY19, marking the fourth year in a row that Copley incurred a loss from operations. As a result, we have deferred investment in improvements to our infrastructure and equipment, in order to keep capital spending contained below our annual depreciation. It will be imperative that Copley achieve a reasonable operating margin over the next several years in order to rebuild the cash reserves necessary to weather unexpected downturns, assume the risk associated with participating in payment reform, and invest in necessary capital and infrastructure improvements.



Gross Patient Revenues (what providers charge for services regardless of payer)

- **Bad Debt** (unpaid patient bills)
- **Free Care** (provided under charitable care policy)
- **Contractual Allowances** (payers such as insurance, Medicare/Medicaid, etc. discount off gross charges)
- + **Disproportionate Share Payments** (payments from CMS for caring for low-income and/or uninsured patients)

= **Net Patient Revenue** (what hospitals receive for patient care services)

- **Expenses**

= **Operating Margin** (what the hospital uses as savings to reinvest in the facility, equipment and other needs)

[FINANCIALS]

COPLEY HOSPITAL INC. STATEMENT OF REVENUE & EXPENSE

Revenue	FY2019	FY2018
Gross revenue	\$113,757,897	\$107,028,309
Less: Charges not paid by payers	(\$44,113,003)	(\$38,304,310)
Less: Bad debts	(\$1,809,559)	(\$1,877,839)
Less: Charity care	(\$841,523)	(\$619,711)
Other operating revenue	\$1,144,276	\$1,245,038
Total operating revenues	\$68,138,088	\$67,471,487

Expenses

Salaries, fees and benefits	\$41,168,887	\$41,077,678
Supplies and other	\$21,414,444	\$20,653,405
Depreciation and amortization	\$2,711,502	\$2,911,044
Medicaid provider tax	\$3,899,906	\$3,852,435
Insurance	\$993,248	\$1,071,167
Interest	\$111,344	\$117,927
Total expenses	\$70,299,331	\$69,683,656
Operating income (loss)	(\$2,161,243)	(\$2,212,169)
Total non-operating revenue	\$395,737	\$559,838
Net income (loss)	(\$1,765,506)	(\$1,652,331)

BALANCE SHEETS

Assets	FY2019	FY2018
Operating cash and cash equivalents	\$7,140,224	\$8,788,288
Patient accounts receivable, net	\$5,353,579	\$5,294,823
Inventory	\$2,997,420	\$3,360,814
Prepaid expenses	\$1,534,559	\$1,468,842
Other accounts receivable	\$97,513	\$435,079
Assets limited as to use	\$4,360,430	\$2,911,344
Property and equipment, net	\$25,814,323	\$27,109,453
Donor restricted assets	\$4,868,431	\$4,656,728
Deferred compensation	\$2,378,374	\$2,543,461
Total assets	\$54,544,853	\$56,568,832

Liabilities and net assets

Accounts payable and accrued expenses	\$2,420,467	\$2,445,476
Accrued payroll and related expenses	\$3,724,407	\$3,566,030
Estimated third-party payer settlements	\$250,000	\$200,000
Deferred compensation	\$2,378,374	\$2,543,461
Long-term debt	\$7,910,328	\$8,398,785
Restricted net assets	\$4,868,431	\$4,656,728
Unrestricted net assets	\$32,992,846	\$34,758,352
Total liabilities and net assets	\$54,544,853	\$56,568,832

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.



3,636
SURGERIES & PROCEDURES

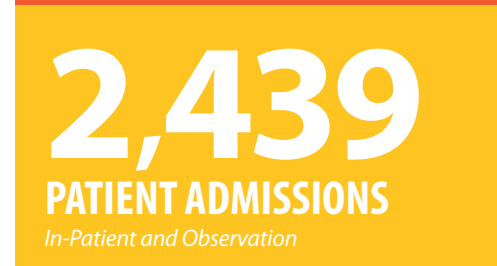


10,809
RESPIRATORY
THERAPIES



291,676
POUNDS OF
LAUNDRY

including 1,109 pounds of
laundry washed for the
community warming shelter



2,439
PATIENT ADMISSIONS

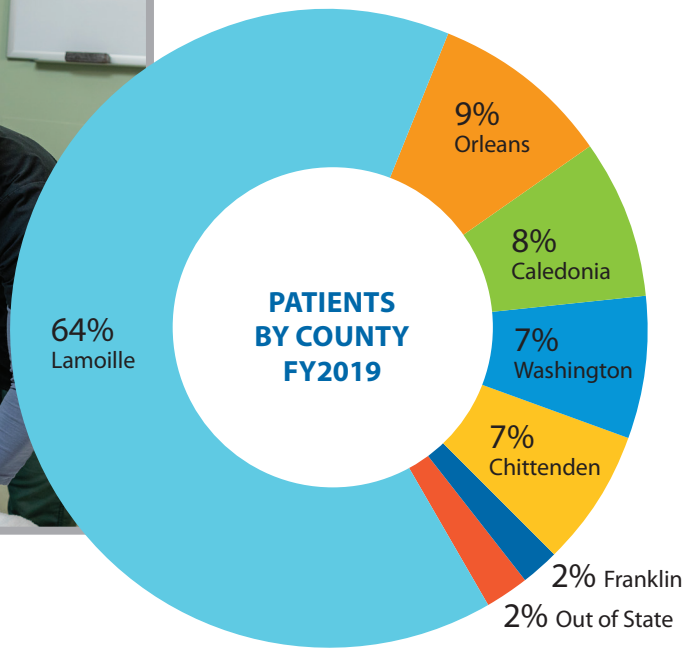
In-Patient and Observation



12,865
EMERGENCY ROOM VISITS



Molly Hatfield, RN, treats a patient in the Acute Care Nursing Unit.



From emergencies and the unexpected, to joint replacements and welcoming a new life into the world, patients choose Copley for our outstanding medical teams, high quality standards, and strong reputation for treating patients with warmth, compassion, and personal care. We are proud to serve the healthcare needs of our neighbors in Lamoille County and the thousands of patients from across Vermont (and beyond!) who come to Copley each year for their care.

PATIENTS BY ZIP CODE FY2019

	In Patient	Out Patient	Total
Morrisville	330	19,649	19,979
North Hyde Park*	150	8,631	8,781
Stowe	135	8,027	8,162
Johnson	119	7,300	7,419
East Hardwick*	144	6,564	6,708
Wolcott	77	4,894	4,971
Eden Mills*	67	3,277	3,344
Craftsbury Common*	54	2,370	2,424
Jeffersonville	58	2,173	2,231
Waterbury Center*	39	1,642	1,681
Greensboro Bend*	38	1,627	1,665
South Burlington*	57	1,162	1,219
East/North Montpelier*	35	1,069	1,104
Waterville	29	1,008	1,037
Lowell	14	902	916
Essex Junction*	40	744	784
Cambridge	14	717	731
East/South Barre*	27	688	715
Lake Elmore	8	701	709
Belvidere Center	10	503	513
Other Vermont Towns (186)	428	10,373	10,801
Out of State (47)	66	1,844	1,910
Other Country (20)	5	116	121
Total	1,944	85,981	87,925

* denotes combined similar zip codes

[THANK YOU]

Copley Hospital is grateful to the following individuals and organizations that supported our not-for-profit community hospital in Fiscal Year 2019 (October 1, 2018 through September 30, 2019). In addition to the donors listed, we also extend thanks to our many anonymous donors.

Founders Society

\$50,000 and Greater

The Lenore Follansbee Broughton Fund
Hawk Rock Foundation
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Philanthropists

\$20,000 to \$49,999

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\$10,000 to \$19,999

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Benefactors

\$5,000 to \$9,999

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\$2,500 to \$4,999

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Vermont Federal Credit Union
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Shapleigh Smith & Dr. Melissa Volansky
Elsa Williams
William T. & Marie J. Henderson
Foundation, Inc.

328,599
LABORATORY
PROCEDURES



184
BIRTHS

5,138
PATIENT DAYS
OF CARE



15,410
REHAB THERAPY
HOURS



2,282
ATTENDEES TO WELLNESS
EVENTS & TALKS

536
EMPLOYEES



[THANK YOU]

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\$100 to \$249

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Stephen Barker, in honor of Peter Blain

Thomas T. Beach

Hillel Becker

Paul & Barbara Bertocci ❖

**"The care shown was both professional and compassionate.
Our community is blessed to have this gem of a hospital."**

KATHERINE, STOWE

[THANK YOU]

David Bertrand ❖
 Faith Bieler ❖
 Fr. Leo J. Bilodeau,
in honor of Frances Setien
 Donald & Julie Blake
 Steve & Gail Blumsack ❖
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 Gail Kiesler
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in honor of Dr. Aros & all the support staff in the Orthopedic Department
 A. David Knight
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300 MEALS
SERVED DAILY
BY COPLEY CAFE
(on average)

32,178
IMAGING PROCEDURES

18 **EDUCATIONAL**
INSTITUTIONS
WITH ONSITE
CLINICAL
ROTATIONS
AT COPLEY

11,932
VOLUNTEER HOURS

85,981
OUTPATIENT
VISITS

\$841,523
CHARITABLE
CARE PROVIDED



[THANK YOU]

Lenny & Molly McCarthy
 Mike & Kathy McCole ❖
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 Joseph & Cara McLaughlin ❖
 Clare McMorris
 John & Millie Merrill ❖
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Volunteers are a vital part of our community hospital. We extend heartfelt thanks to each and every one of our volunteers for their contributions – their time, perspective, caring hearts. Each year we celebrate our volunteers at an Appreciation Breakfast where we recognize those who have reached volunteer service milestones. Pictured (l to r) front row: Addie Salls, Judy Ward and Jeanette Randolph. Second row: Ken Salls, Ben Brayton, Flo Ciccolo and Len Randolph. Missing: Betty Busch, Molli Worthen and Kathy Chaffee.

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"I was impressed at the care and service when I was in pre and post op, and this is just another aspect of fantastic service. I'm so lucky to have such a wonderful facility as my local hospital. Thank you!" KIRSTEN, HYDE PARK

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IN MEMORY OF RASSOUL RANGAVIZ

In December 2018, we lost our long-time Chief Financial Officer and dear friend, Rassoul Rangaviz. Thank you to the following individuals, in addition to anonymous donors, who remembered Rassoul with gifts in his memory.

Mr. & Mrs. Stephen Allen
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"The Hospital care was fabulous and I would rate the whole experience with 5 stars. Thank you Dr. Monier and Copley Hospital you gave me a pain free life back."

SHERRY, ENOUSBURG FALLS

2019 Employee Recognition Highlights

Patient Family Services' **ANGELA GRIGGS** received a standing ovation when named Copley's Employee of the Year. Angela, a Patient Financial Counselor, continually goes above and beyond ensuring patients and community members have the information and support needed.

The Copley Hospital Medical Staff awarded Medical Staff Coordinator **AMANDA COOKSON** with the Goddard Family Award. This award recognizes excellence in a non-nursing position.

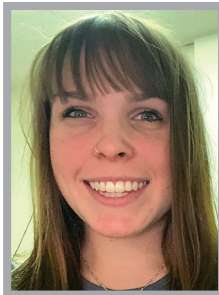
The Edward French Award recognizes nursing excellence. This year's recipient is **BECCA HARRIS**, RN. Becca is a key member of the Infusion/Oncology team.



Angela Griggs



Amanda Cookson



Becca Harris, RN

During FY2019 Copley contributed more than \$6.9 million in community benefits.

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

Eighty-eight years. That is how long Copley Hospital has been providing exceptional, community-focused care. We are extremely proud to be your community hospital. Thank you for being part of our Copley family, for your continued support, and for entrusting us with your care.



Pictured (l to r): Joseph Woodin, CEO; Penny Paquette, RN; Thomas Frank, Pharmacist; Stephanie Semsey, RN; Andrea Wescom, Environmental Services Technician; Kelli Converse, RN, Director of Inpatient Services; Samantha Hughlett, Registrar

COPLEY HOSPITAL MISSION

To help people live healthier lives by providing exceptional care and superior service.

COPLEY HOSPITAL CORE VALUES

Community
Service Excellence
Respect and Compassion
Life-long Learning
Not-for-Profit

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COPLEY HEALTH SYSTEMS
528 WASHINGTON HIGHWAY
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Copley Hospital is operated by Copley Health Systems, Inc. (CHSI). CHSI also owns the Health Center Building in Morrisville, Vermont. CHSI supports, in collaboration with the Lamoille Area Housing Corporation, the residential housing facility Copley Terrace in Morrisville; and with University of Vermont Medical Center, the residential housing facility Copley Woodlands, Inc. located in Stowe, Vermont.