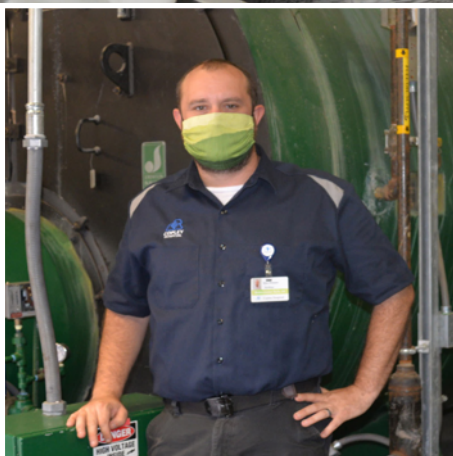


Celebrating our people and keeping our promises in a year of COVID 19.



Annual Report 2020



Letter from the Board Chair

It's been a challenging year for everyone here at Copley Hospital, but our staff and leadership team have met those challenges with kindness and grace. Everyone has worked extremely hard, every day, to keep our patients, and one another, healthy and safe. Copley is clearly a family that fosters relationships, not only with each other but with our entire community. Since COVID-19 reared its ugly head, Copley has worked regularly with its partners throughout the region, assuring everyone that we are all in this together.

We were fortunate to bring on a new (to us!) CEO at the end of 2019. Joe Woodin, former CEO at hospitals in Alaska and Martha's Vineyard, but perhaps most well known as the CEO of Gifford Medical Center in Randolph for almost two decades, jumped in with both feet and, literally, took off running. His experience and leadership has shined through this past year, and his knowledge of finance, infrastructure, team building and day to day operations has put Copley back on track for success - so important for a small, community hospital. We are especially grateful for his leadership during this year of COVID-19.

Not long after the pandemic hit, due largely to the efforts of Dr. Don Dupuis, we were able to obtain a Rheonix analyzer, which allowed us to begin collecting and testing for COVID-19 on-site, on a same day basis. This was a huge accomplishment for our hospital and, in addition to easing the burden on both patients and medical staff, made Copley a much safer place to work and receive care. You can read how it all came to be elsewhere in this report.

We also celebrated a very special employee this year - Denise Marcoux - who marked her 50th year of service to Copley. Denise brought years of nursing skill and compassion to her patients, and her trademark white scrubs and cap will be missed in our hallways. We wish Denise much happiness and success in her retirement.

As I sit writing this report, thinking about all of the achievements and accomplishments at Copley, I am reminded again and again of one thing: Our absolutely amazing staff. Doctors, nurses, receptionists, technicians, therapists, environmental services, maintenance staff, kitchen workers - everyone who keeps Copley running. The people who show up here at all hours, around the clock, to ensure the comfort and safety of our patients. How do we even begin to say 'thank you' for everything they do? In the midst of a pandemic, not to mention the financial hardship it generated, staff members took reduced hours; reductions in salary; they sacrificed personal and vacation time. They proved then, as they continue to do every day, their dedication and commitment to Copley Hospital. And because of their generosity and selflessness, we will emerge from this challenging time stronger and better able to provide medical care to the communities we serve.

As you read through this year's report, I hope you'll take note of the many new faces that came on board this year, as well as our many achievements. I would personally like to thank the leadership team, the entire staff, and our caring and supporting community for believing in us. Copley has a strong and bright future ahead of it, and I am excited to be part of this wonderful and caring healthcare community.

Sincerely
Kathy Demars

Kathy Demars

*Board of Trustees, January 2020
(See inside back cover)*





Celebrating our people...

Dear Friends, Colleagues, and Community Members

I hope this Annual Report finds you healthy and in good spirits. It has been a challenging year to say the least, but it only deepens my gratitude for your ongoing support and trust in Copley Hospital.

Throughout this extremely busy time, our staff has worked tirelessly to provide the many services our communities need in the midst of a pandemic that has brought many of us to the brink. Thankfully, we have a close-knit community and team of providers that have kept us focused and diligent in the daily tasks of delivering excellent patient care.

At the beginning of last year, I couldn't have predicted that FY20 would be so stressful and dramatic, and yet so exciting and meaningful for me personally. I can say unequivocally that I could not have found a more warm and welcoming community in which to live and work. You accepted me as one of your own, and the memories of these past twelve months will always be among my fondest - and getting married to Leslie on 12/23!

I hope you will enjoy this new Annual Report. We are always making efforts to improve our communication content and presentation in order to make it relevant to our various audiences. Please let us know what you think.

We began FY20 working on a financial turnaround and that theme will continue into FY21. Thankfully, we only needed to focus on expense and revenue management as our "patient satisfaction" scores have been - and continue to be - a historic strength for Copley. We have enjoyed some of the lowest surgical infection rates in Vermont and New England, and our satisfaction scores have been the envy of our peers for decades. It is no secret that our consistently high scores in this area are driven by the competency, energy, and dedication

of our entire staff. We never lose sight of our mission: *To help people live healthier lives by providing exceptional care and superior service.* Every staff member at this hospital holds us to that high standard of service-excellence every day.

As many of you know, we have struggled financially over the past few years with increasingly negative operating margins. There are a variety of valid and understandable reasons for that and for why we've struggled to break-even, but we now have a board and leadership team that is re-committed to achieving and maintaining a sustainable bottom-line. These were our pre-COVID aspirations, and although we have been significantly challenged with managing the pandemic, they will remain so going forward. We have not and will not lose sight of our fiduciary responsibility.

Despite the challenges and limitations of the past year, we were able to invest in a number of areas that we believe will lead to better quality and consistent revenues, including new equipment for the OR, infusion pumps, a COVID analyzer, birthing center beds, the X-Ray room, upgraded IT equipment, sidewalks, parking lots, a new employee entrance and ramp, the ambulance bay, new roofs, new landscaping, and more. Copley is here for the long haul, and these improvements are only part of the reason people from throughout Vermont and beyond are choosing us for their care.

Apart from fiscal responsibility and improvements to our infrastructure, our efforts around COVID have been nothing less than extraordinary. We have made hundreds of decisions and changes, some big and some small, and many times with limited information or direction. At the state and federal level, we have seen policy direction change from one day to the next, clinical advice swing weekly, and supply chain reliability virtually evaporate. But despite the chaos, members of the Copley Team remained remarkably calm, thoughtful, and engaged in all of the local deliberations. I really need to give a big 'shout-out' to the Copley Coronavirus Response Team – Copley Hospital (CRT-CH) and the dozens of folks that coordinated and delivered the recently approved vaccine to over a thousand local healthcare workers and essential members of our community. Truly a heroic effort that will benefit us all.

Thank you once again for making this past year so much easier and meaningful for me as I transitioned from Alaska back to the place I have always called home. We have all weathered a very stressful time, and yet I am more confident now than ever that we will emerge as a better and stronger team going forward.

Peace



Joseph Woodin
President and CEO

Senior Leadership (l to r): Stephanie LaBarron, VP Ambulatory and Provider Services; Jeff Hebert, Chief Financial Officer; Joe Woodin, President & CEO; Lori Profota, DNP, RN, NE-BC, Chief Nursing Officer; Vera Jones, Chief Operating Officer; Donald Dupuis, MD, Chief Medical Officer; Michael Marshall, VP Information Technology; Wayne Stockbridge, VP Human Resources; Nancy Sweeney, Executive Project Coordinator; Avril Cochran, VP of Operations and Jenn Holton-Clapp, Director of Quality, Risk & Informatics.



Copley Hospital Welcomes...

Avril Cochran, EdD, RN, VP Operations

Copley Hospital was pleased this past August to welcome Avril Cochran as VP of Operations. No stranger to Copley, Avril spent 31 years (1980-2011) working in a number of patient care departments and positions including inpatient and Emergency Room patient care, overseeing our Infection Control/Risk Management Department, and Director of Nursing. Avril left Copley in 2011 to join the Vermont Program for Quality in Health Care (VPQHC) as a Quality Improvement & Patient Safety Specialist. Before returning to Copley she served as Director of Quality and Vice President of Patient Care Services and Safety at North Country Hospital.

Avril completed her MEd in 2012 at St. Joseph's College of Maine and recently received her EdD in Ethical Leadership from Olivet Nazarene University.

"We received a tremendous amount of interest in this position," noted CEO Joseph Woodin, "and we're very happy to have filled it with someone who has such a diverse background and a familiarity with Copley and our community. Avril's extensive background in hospital and healthcare operations makes her an ideal fit for our community hospital."

As VP of Operations, Avril will oversee a number of departments, including Facilities & Security, Diagnostic Imaging (Radiology), Rehabilitation Services, Laboratory, Sleep Disorders Clinic, Tele-Medicine Services, Nutritional Services, and Environmental Services.

"I'm excited to be back at Copley," Avril said. "As I acquaint myself with the facility and the upgrades/renovations, I continue to run into familiar faces. I look forward to the challenges the position brings but, more importantly, to working and growing with the team. I've always had a soft spot for Copley, as it has always been my community hospital, and I am happy to be back."



Dr. Donald Dupuis Comes Through for Copley - Again

It was a cold, late-March Saturday morning. Don Dupuis, Copley's Chief Medical Officer and General Surgeon, was sipping his first cup of tea and glancing through the New York Times, reading about the many Covid-related closures of schools and businesses and of families struggling to stay healthy and pay the bills. And it bothered him. He was seeing the same thing in Vermont - testing was inconvenient, and people didn't feel safe coming to the hospital. Clinics had to be postponed and people were not getting the treatment and diagnostic services they needed.

This isn't right, he thought. We have to change this.

Working with CEO Joe Woodin and others on the Copley medical staff, Dupuis began sending letters: to the Governor; to legislators; to the Green Mountain Care Board. And the message was clear: If we want to keep Vermonters healthy, we need to give all Vermont hospitals the means to provide ongoing, same day PCR (Polymerase chain reaction) testing.

Two months later, again sipping his first cup of tea, Dupuis saw an article about a company in Ithaca, NY - Rheonix - that had built a COVID-19 analyzer that could return a test result within a short time. "I'd never heard of them," he said, "but that didn't matter. I was on the phone with them that very morning. By the time I hung up I was already going over what I was going to say to Joe. But one thing I knew: Copley Hospital was getting one of those machines."

Copley Hospital Welcomes...

Ciara Hollister, DMP, Podiatrist

Copley Hospital welcomed Dr. Hollister to its medical staff in October 2020. A Podiatry Specialist, she joined the orthopedic team at Mansfield Orthopaedics and will work closely with foot and ankle specialist, Bryan Monier, MD. She brings more than eight years of experience and expertise to Copley, coming most recently from Central Vermont Medical Center.

"The specialized care Dr. Hollister provides will complement our foot and ankle program perfectly," said orthopedic surgeon and Chief of Orthopedics John Macy, MD. "With the addition of Dr. Hollister, we will be able to enhance our foot care services to better meet the needs of our communities."

Dr. Hollister attended Saint Anselm College in Manchester, New Hampshire before earning her Bachelor of Arts in Biology/Biotechnology at Assumption College in Worcester, Massachusetts. She graduated with honors from Dr. William M. Scholl College of Podiatric Medicine in Chicago, Illinois and completed her podiatric medicine and surgery residency at Saint Vincent Hospital in Worcester, Massachusetts. She will offer patients a wide range of foot care services, from routine care to treatment of more serious conditions, including wound care and diabetic foot care.

"I know how important it is for rural communities to have easy access to health care," she said, "and especially to specialty care. Good foot health, regardless of age and level of activity, is important to every person's well-being."

"We're all very happy that Dr. Hollister chose to be part of our dedicated team," Dr. Macy said, "and we hope everyone will join us in welcoming her to our organization."

"Is that a great story or what?" Joe asked when he heard what Dupuis had done. "I mean, who calls a company on a Saturday morning expecting to get someone on the phone? Don's contributions to this hospital are too numerous to count and thanks to his persistency and dedication, a few weeks later we were well on our way to being the only independent hospital in Vermont with a same day COVID testing machine."

"Without same-day testing," Dupuis said, "we had to look at every patient as if they were COVID positive, resulting in tremendous inconvenience, expense, waste of personal protection equipment, and numerous other protocols for treatment, most of which would have been unnecessary if we'd had access to rapid turn-around time, in-house PCR COVID testing. What's more," he added, "it made Copley a safer place to receive care because we were able to know - same day - who was and was not COVID positive. That was a huge burden off of both our patients and our staff, and we began to see an uptick in patient visits."

Since the start of the pandemic, Woodin said, Copley and other regional hospitals saw a precipitous drop in both patient visits and revenue. "Many hospitals are still climbing out of the financial hole that caused," he said. "We're a little more fortunate here at Copley. Thanks to the caring and dedicated efforts of our entire staff, Copley came out of the pandemic in good shape for the future. But it still makes me chuckle when I think of Don, sipping his tea on a cold Saturday morning, negotiating with some executive out in Ithaca, New York. And it gives me such confidence in the future of this nearly 90-year old organization."

Laboratory Technologist Kathy Thompson operating the Rheonix Analyzer.



Copley Celebrates Health Care Heroes and Hospital Week in Style



Employee of the Year, Jodie Legacy, RN, MPH, CIC.

Dr. Bryan Huber honored for his milestones.



Interim Vice President of Human Resources, Alan House with Denise Marcoux, RN.

Dr. Joseph McLaughlin pictured with Kathie Dewald and Lisa Paskarian, RN.



Copley Hospital recognized its health care heroes and presented a number of annual awards this fall during an exciting celebration of Hospital Week. Normally celebrated during the second week of May, the ceremonies were postponed this year due to the Covid-19 outbreak. Throughout Copley's week-long celebration, socially distanced gatherings were held to honor employee milestones and achievements, including a number of employees celebrating 20 to 50 years of service.

In his opening remarks, CEO Joe Woodin, reminded everyone of how fortunate those who live in our corner of Vermont are to have such great health care close to home. "Copley is special," he said, "and it's special because of its dedicated team. We do an amazing job of providing high quality care. We're known as an excellent hospital because of your excellent skills and compassionate caring, and that's what we're here to celebrate this week."

Highlighting the festivities was a standing ovation given to Denise Marcoux, RN, who reached the 50-years of service milestone this year. (Denise's story is told in greater detail on page 8).

Woodin took great pleasure in announcing the Employee of the Year award, which this year went to Jodie Legacy, RN, MPH, CIC. "Jodie brings a high-level of professionalism, knowledge, and energy to everything she does," Woodin said, "and she does this well through her ability to connect, answer questions, and educate." In describing her boundless dedication and enthusiasm as qualities that couldn't be matched, Woodin noted "She is a poster child for this award. It is a much deserved recognition."

Two other awards, The Edward French Memorial Award recognizing nursing excellence; and the Goddard Family Award recognizing excellence in a non-nursing position went to Lisa Paskerian, RN and Kathy Dewald, LNA. Both were presented by Dr. Joe McLaughlin.

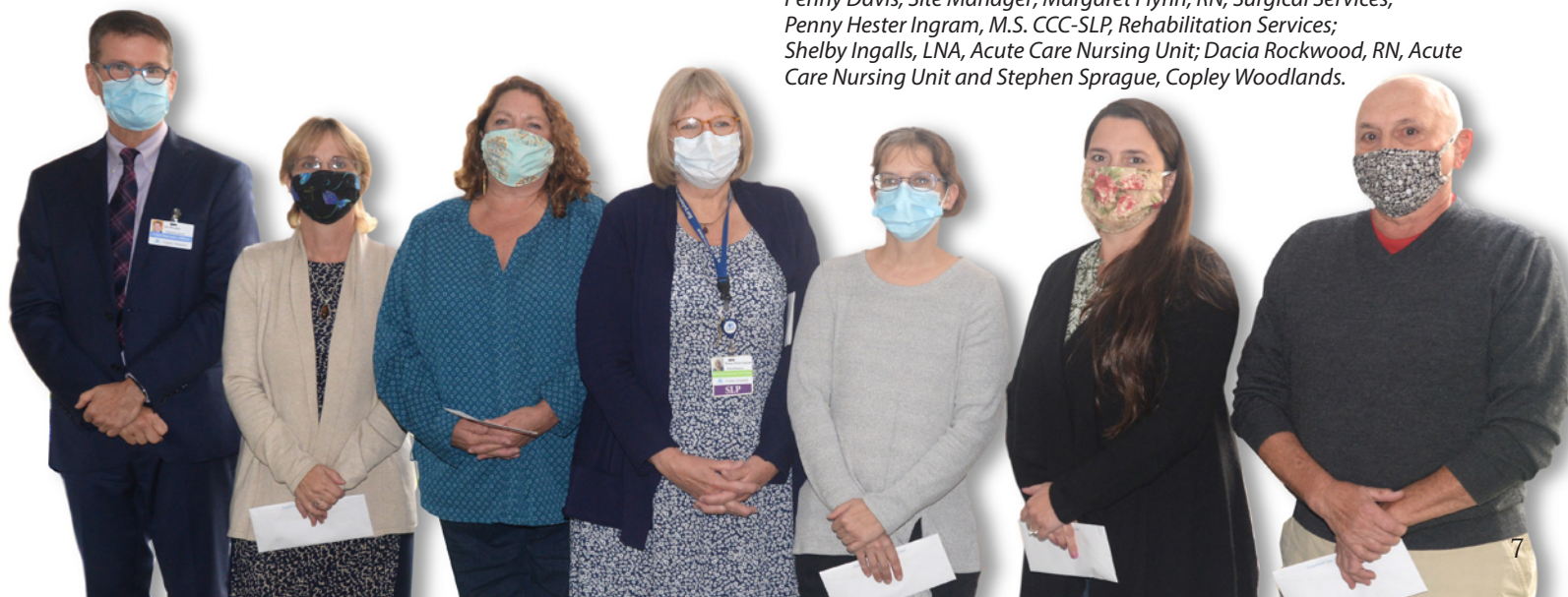
"Lisa is the standard-bearer of Operating Room nursing," he said. "She has a broad clinical range and is a fierce patient advocate, always practicing in a patient-centric way and diligently collaborating with all members of our multidisciplinary team to provide the highest level of care. We are all better for Lisa's tireless efforts on behalf of our patients and our community" McLaughlin said.

When presenting the Goddard Family Award, Dr. McLaughlin acknowledged Kathie Dewald's "intellectual curiosity and internal drive to improve." He highlighted her move to OR Aide – where she quickly made a huge impact and earned herself the reputation of a high-energy team player, and he lauded her unbound desire to constantly challenge herself and improve.

The evening took an emotional turn when Orthopaedic Surgeon John Macy, MD honored Dr. Bryan Huber for his 15 years of service. Dr. Macy announced that a plaque recognizing Dr. Huber's contributions and vision to the Surgical Center will be hung in the surgical reception area.

During the week-long celebration, Copley also recognized and thanked numerous employees for their years of service. If it's any indicator of what a great place Copley is to work, it was noted that 18 employees are celebrating 20 or more years of service, eight of whom have reached the 25-year milestone.

Staff celebrating their 20 years of service pictured with Joe Woodin (l to r): Penny Davis, Site Manager; Margaret Flynn, RN, Surgical Services; Penny Hester Ingram, M.S. CCC-SLP, Rehabilitation Services; Shelby Ingalls, LNA, Acute Care Nursing Unit; Dacia Rockwood, RN, Acute Care Nursing Unit and Stephen Sprague, Copley Woodlands.



Denise Marcoux, RN celebrates 50 years of service

At the age of 15, instead of playing sports or hanging with friends, Denise Marcoux was at Copley lending a caring hand to patients. Today, Denise is still taking care of patients with the same love and devotion that she has for the past 50 years.

“Denise is like a community landmark, she’s a pillar in our community hospital. It’s impossible to imagine Copley Hospital without her,” says Project Coordinator Jill Baker. Colleague and friend Dale Porter said it best during a staff banquet earlier this fall where Denise was recognized for her 50 years of service, “Denise is a standout in the field of compassion and caring – she’s a piece of Copley’s Blue Ribbon status that is matched by no other.” Earlier this year, Jill had the opportunity to sit down with Denise to talk about the earlier years, and what makes Copley so special. The following are notes from that conversation.

From an early age

“I thought about becoming a nurse even as a child,” Denise said. “This was due in large part to the time I spent with

Dr. Edward French. Back then, house calls were a common practice for doctors and it was during home visits to my grandparents that I first became interested in practicing medicine.”

“Dr. French would involve me in the home visit,” Denise explained. “He’d ask me to hold my grandfather’s arm, or pass him his stethoscope (which was very special), he’d make me feel like I was his assistant. Thinking back, I believe he was planting the seed. As time went on, he encouraged me to think about becoming a nurse.”

When Denise was 15 years old, she came to Copley every Saturday to assist the staff in whatever ways she could be of help. The “Gray Ladies”, as she called them, assigned her to a variety of tasks, including bringing juice and water to patients, fluffing pillows, providing wheelchair escorts, etc. During those years, Denise’s interest in nursing grew stronger, and she was instrumental in starting Copley’s first Candy Striper Program.



By the time she was 16, Denise was working as a nurse's aide under Inga Paine, RN. Inga would show her how to take a patient's temperature and check patients at meal time. Denise got her LPN license from Fanny Allen, and continued her Copley work on the Medical Surgical Unit, primarily in the Special Care Unit. She was also involved in the local EMS, doing ambulance transfers.

Changes - and more changes

"So much has changed since those early days," she said, "and medicine today is vastly different than it was in the early 1970s. I genuinely enjoy working with such an amazing team of doctors and practitioners, and love taking care of patients. Copley is special because of its small community feel. Nothing is more rewarding to me than to see my patients and their families outside of the hospital, doing well. When one reaches their end of life, it can be lonely. Over my many years of nursing, I have held many hands and listened to many stories. Providing comfort during the final passage, while sad, has made me a good nurse. When I go to bed at night, it feels good knowing I have been able to make a difference in someone's life."

"Among the biggest changes I've seen over the years," she said, "are the improvements in technology. They've literally changed the way we deliver care and the time it takes for patients to recover. When I first started at Copley, someone coming in for gallbladder surgery would check in the day before and stay for at least a week after surgery. Today, that same procedure is considered "outpatient" surgery. I still find it amazing when a patient comes in for total joint surgery and goes home - under their own power - the same day. Patients also seem to have more say in their care these days, and I think that's a good thing."

Help along the way

"As I look back," Denise said, "I can't help thinking about, and being grateful for, the people who helped

and supported me along the way. One of those people was Dr. Philip Goddard. Dr. Goddard was very caring and down to earth, and his patients loved him. He knew each of them individually, and he knew how to speak with them - and their families - about what was going on with them, or what a surgery or procedure was going to entail. I learned so much, just watching and listening to him, and seeing how gently and honestly he treated every patient. He truly went above and beyond for all of his patients. I am also grateful to Peter Kramer in Rehabilitation Services who pushed me to continue my education. I went back to school in 1978-1980 at UVM, where I got my RN license. My RN license allowed me to work in PACU, OR and Day Surgery, all while continuing my EMT work with critical ground transports and air transfers."

A special place

"Our community is very supportive of one another, and it's very supportive of Copley," Denise noted in closing. "We need this community hospital - it's a beacon of hope, safety, and security for so many, and it feels a lot like home. A small hospital allows you to know your patients by name, and over time, you come to know many of them just as you know your own family. And that's really what we are - the Copley family."

Denise begins every day by putting on her "nursing whites" and her cap. When she walks the halls of Copley or sticks her head into a patient's room to share a smile or a few kind words, she brings with her a sense of order, tradition, and professionalism that is profoundly comforting. "I worked hard to earn my RN," she said. "Trust, dedication, compassion - these are what identify me. I am proud every day to wear my whites and my cap."

We are very proud of you Denise. You are our beacon of compassionate care. Thank you for your years of service, and for always putting your patients first.



Copley Hospital Welcomes...

Rebecca Gloss, *Certified Nurse Midwife*

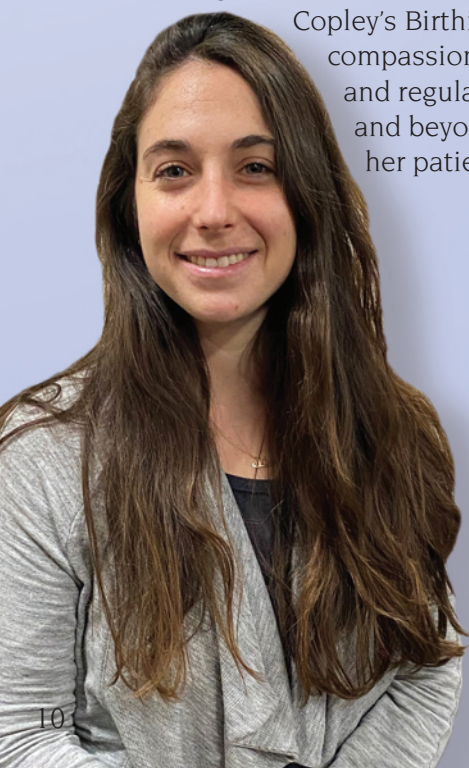
Rebecca Gloss, a Certified Nurse Midwife, joined our team at The Women's Center in August 2020.

Rebecca earned her Bachelor of Science degree in Environmental Sciences at UVM in 2011 before entering Emory University's Nell Hodgson Woodruff School of Nursing in Atlanta, Georgia, where she earned a second Bachelor of Science, this time in Nursing. That was in 2016. A year later, Rebecca earned her Master of Science degree in Nursing at Emory with a specialty in Nurse Midwifery.

While serving as a student nurse midwife at Providence Women's Health Care in Roswell, Georgia, Rebecca offered patients gynecologic care, including contraception counseling, STI screening and treatment, well-woman visits, gynecologic problem visits and menopause management. She also managed the full-scope of pregnancy care.

In June 2018, Rebecca joined the staff at Springfield Hospital in Springfield, Vermont where she served as a labor and delivery nurse. While at Springfield, she provided care for women of varying acuity during antepartum, intrapartum and postpartum periods.

"Working with Becky is such a pleasure," said Sarah Foy, RN. "She is a great addition to our team here at Copley's Birthing Center. She is compassionate, dedicated and regularly goes above and beyond to care for her patients."



Copley is First Hospital in Northeast to Utilize Robotic Orthopedic Procedure

After claiming the distinction of being the first hospital in New England to use a 'Navio Robot' to assist in a range of Orthopedic procedures, Copley Hospital is again leading the entire Northeast in introducing a new generation of robot-assisted technology that will significantly reduce the time and severity of knee, hip, and other joint replacements.

Called the CORI Surgical System, this second generation robot is technically a hand-held targeting device that, according to Director of Perioperative Services Karen Cavender, RN, empowers surgeons with real time intra-operative planning that informs how much bone needs to be resected to restore a



Copley Hospital Welcomes...

Wayne Stockbridge, VP Human Resources

Copley Hospital was pleased to welcome Wayne Stockbridge as VP of Human Resources in September 2020. Wayne brings a great deal of experience in human resources to his position, having spent the past 30-plus years in HR for a number of small, national, and international organizations in multiple industries.

"I've spent my whole career in human resources," Wayne noted, "from small start-ups to international companies like IBM. But about ten years ago, I found myself looking for a new challenge, and specifically, one where I could give back to the community. My wife is a nurse and my brother a physician, so maybe turning to healthcare was my destiny. I can truly say after a decade in this industry, I have found a place where I feel I have something to offer, especially in supporting those who provide direct care to people in need."

A native of New Hampshire and graduate of Northeastern University's Business School in Boston, Wayne has lived, worked, and traveled extensively throughout the United States. Before joining the staff at Copley, he served at both Johns Hopkins Hospital in Baltimore, MD and at South Shore Hospital in Weymouth, Mass.

"I am very happy to have Wayne on board," said Lori Profota, Chief Nursing Officer. "He brings a great deal of depth and experience to the position and I'm excited about working with him over this new year."

"I realized within my first two weeks what a special place Copley is," Wayne said. "These are very dedicated and caring people doing God's work, and I'm grateful to be part of such a tremendous organization."



patient's full range of motion. "The CORI system," she said, "vastly improves procedural accuracy during implant placement, alignment and bone resection."

"Before robotic assistance," Cavender said, "joint replacements were slower, less precise and the procedure was done incrementally. Surgeons had to eyeball the anatomy, remove a small amount of bone, test for range of motion, go back in and remove more bone, and repeat the procedure. Sometimes several times. With CORI, it's more of a one-step procedure. The measurements, testing, and resections can be done in a more fluid single procedure. The result is far more accurate, and for patients, much less intrusive."

"It's really an amazing technology," Cavender noted, "and there are some who might think it's even more amazing that a small hospital like Copley is utilizing it before the larger hospitals in New York, Boston, and around New England are. But that's Copley. We are constantly ahead of the curve, especially in the Orthopedic arena."

Dr. Nick Antell of Mansfield Orthopedics is equally pleased with the new technology. "My partner, Dr. Brian Aros, and I are very excited about this next generation of robotic assisted total knee arthroplasty. The new platform offers even more precision and efficiency, providing us another powerful tool to use as we continually strive for the best possible outcomes for our patients."



Copley Hospital Welcomes...

Michael Marshall, VP Information Technology

Copley Hospital was pleased to welcome Michael Marshall as our new VP of Information Technology in January of 2020 - and who could have predicted the year that lay ahead?

As a native Vermonter, Michael attended Norwich University where he received his Bachelor's Degree in Civil Engineering. He followed that with Certificates in Internet Network Administration from Champlain College and Executive Leadership for Healthcare Professionals from Cornell University Johnson Graduate School of Management, Ithaca, New York.

Michael came to us from Gifford Healthcare in Randolph, VT where he worked for 24-plus years, most recently as the Director of Information Technology. Michael has been an EMT for almost 20 years, and is a member of the Vermont State Firefighters Association.

"We are very fortunate to have been able to recruit such a competent IT Leader," said CEO Joe Woodin. "Michael has vast knowledge and experience with CPSI (Evident) and eClinicalWorks, two of our major 'backbone' systems at Copley. As many of you know, we have struggled to address a myriad of IT challenges this past year, and this has cost us (collectively) in productivity, quality, and additional expenses."

"With Michael on board," said Woodin, "we can now re-commit to investing in our IT infrastructure, knowing that it will reap benefits immediately and in the future."



A Labor of Love: Vera Jones Looks Back on a Career

She's never been a doctor. Never worked as a nurse. Never operated on a patient. But as she walks through the halls at Copley Hospital - her sanctuary as she calls it - she knows exactly what's happening in the lives of the people around her - be it the medical staff or their patients.

"Copley Hospital is my sanctuary," she explains. "And when I think of a sanctuary, I think of a place that offers safety and warmth and love and healing. When I walked through that door many years ago, that's what I felt. And that's what every patient who walks through that door feels. From the moment they enter our building, they know they are surrounded by caring and exceptionally bright people who are dedicated to making them feel 'at home'."

Vera entered the healthcare arena 30 plus years ago, starting at Blue Cross/Blue Shield. From there her various roles took her to the Vermont State Medical Society, the Vermont Board of Medical Practice, Central Vermont Medical Center, Gifford Hospital, and eventually, "home" to Copley to finish her career in administrative medicine.

Copley Hospital Welcomes...

Erinn Mandeville, *Certified Nurse Midwife*

Copley Hospital was pleased and excited to welcome Erinn Mandeville, Certified Nurse Midwife (CNM), to its provider team at The Women's Center in June of 2020. Erinn is a native Vermonter having grown up in the Upper Valley area. In 2014, she received her Associate of Science in Nursing from Bunker Hill Community College in Charlestown, MA and in 2017 completed her Masters in Midwifery from Thomas Jefferson University in Philadelphia, PA. Erinn is board certified through the American College of Nurse Midwives.

Before joining Copley, Erinn provided full-time midwifery care at Mount Auburn Hospital in Cambridge, MA. From 2015-2017 she served as a triage nurse, where she was responsible for triaging patients, scheduling appointments, postpartum care, and lactation care. She also provided personalized one-on-one birth and postpartum doula care to private clients birthing at home or in Boston-area hospitals.

"While I learned so much and enjoyed my work in the Boston area," she said, "I felt a pull to return to a practice where I can spend more time connecting with patients. I enjoy learning about my patients, listening to their stories and concerns, helping them start on the adventure of bringing a new life into the world, and navigate through menopause. I really appreciate the midwifery-centered care model here at Copley."

"We are so pleased to welcome Erinn to the Copley community," said OB/GYN Will Ellis, MD. "Her shared philosophy with the other providers at the Women's Center, makes her a good addition to our team."



"I fell in love with hospital work, and it all really started at CVMC where, in a number of different capacities, I learned the ins and outs of how hospitals work. I think CVMC is where I began to think about hospitals as sanctuaries, as places of rest and recovery. But then life took a little detour."

That detour was her husband's cancer diagnosis, which prompted her to step back for a while in order to focus her energies and attention on him. After Michael passed away Vera noted, "I thought I would reinvent myself and - for a time - became a Personal Lines Insurance Agent. What a mistake that was! I then got teased into becoming a Real Estate Agent, which I hated as well!"

Not long after her husband died, one of Vera's former colleagues reached out to her with an offer to return to the field she loved. "I got a call from Joe Woodin," she said, "asking if I'd be interested in doing some consulting work at Copley Hospital. By then I was ready to get back into healthcare, so I took the offer, and that was 13 years ago! I knew the minute I walked through the door that Copley was special - what I didn't know at the time was just how special it would one day become for me."

After the Copley gig ended, Vera went on to become the Patient Relations Specialist at Gifford Medical Center in Randolph ("I fell in love with that job, too") before returning to Copley a few years later on another consulting assignment. During those years her son, Adam, became quite ill requiring numerous and sometimes lengthy hospitalizations. And in 2016 he passed away. "After that," she said, "I needed a little time to think and pray and find peace. I left Gifford and just took some time to sort things out on my own. And it was during that time that I came to realize what beautiful care Adam had received in the hospital and what a true sanctuary it had become not only for him, but also for me." During that time, Copley reached out to Vera and offered her a full-time position as VP of Operations. She took the position and has never looked back.

"I think part of what makes Copley different is our sense of community. We don't just focus on our jobs here...we are mindful of how our work impacts and affects everyone around us. There's a sense of trust and support here. Who could imagine that one of the most cutting-edge hospital's in New England would also be the most down to earth? I have loved every minute here. Honestly, I can say that. Working here has been a labor of love."

In the coming year Vera will begin stepping back from her full-time role as Chief Operating Officer and, as she helps her successors take over the many responsibilities she has held in her position, she'll begin thinking about what she wants to do next. Retirement "of sorts" is certainly close to the top of her priority list!

Copley Hospital Welcomes...

Jeffrey Hebert, Chief Financial Officer

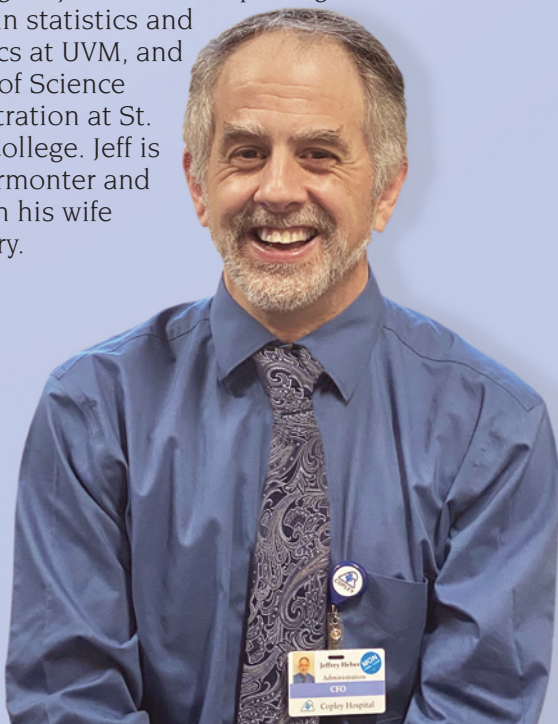
Copley was pleased to welcome Jeff Hebert as our Chief Financial Officer in April 2020. Jeff brings a tremendous amount of experience and expertise to the position having previously served as CFO at two other hospitals here in northern New England.

"Jeff is very familiar with the finances involved in running a community hospital and with the Green Mountain Care Board," said Carl Szlachetka, Finance Chair of the Board "We are delighted he accepted our offer, and the timing, especially given our financial challenges with Covid-19, couldn't be better."

Jeff brings more than 15 years experience in healthcare finance with him to the position, having served most recently as CFO for Littleton Regional Healthcare in Littleton, NH and as CFO at Gifford Health Care in Randolph, VT. He has also worked at Central Vermont and UVM Medical Centers in a variety of roles including Quality Management Analyst, Financial Manager, Senior Reimbursement Analyst, and Controller.

While at Gifford, Jeff was able to bring both quality and costs in line and was instrumental in helping to make the hospital one of the most successful and innovative hospitals in New England. "Jeff's financial leadership helped Gifford achieve an operating revenue that put it solidly in the black," Szlachetka noted, "and his expertise in this regard will be a big asset to Copley."

Jeff attended Wentworth Institute in Boston as an Engineering major before completing his Bachelor of Science in statistics and mathematics at UVM, and his Master of Science in Administration at St. Michael's College. Jeff is a native Vermonter and resides with his wife in Waterbury.

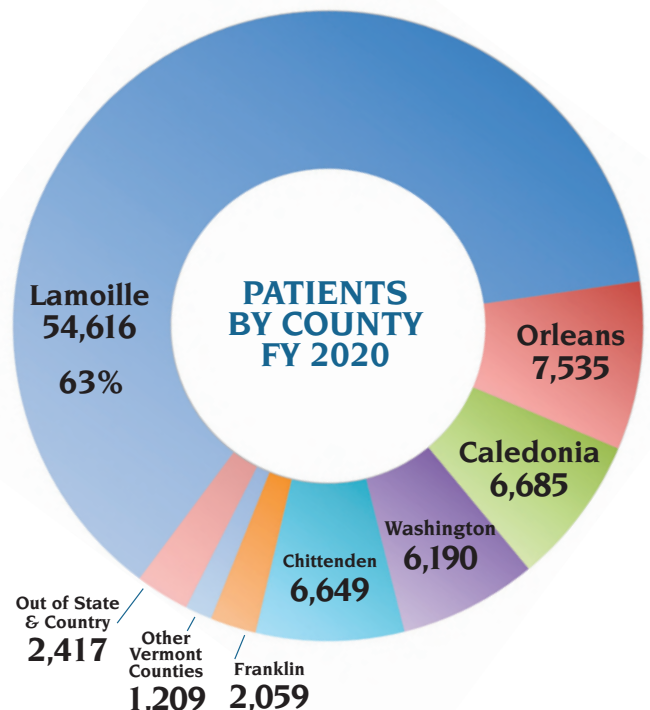


Financials

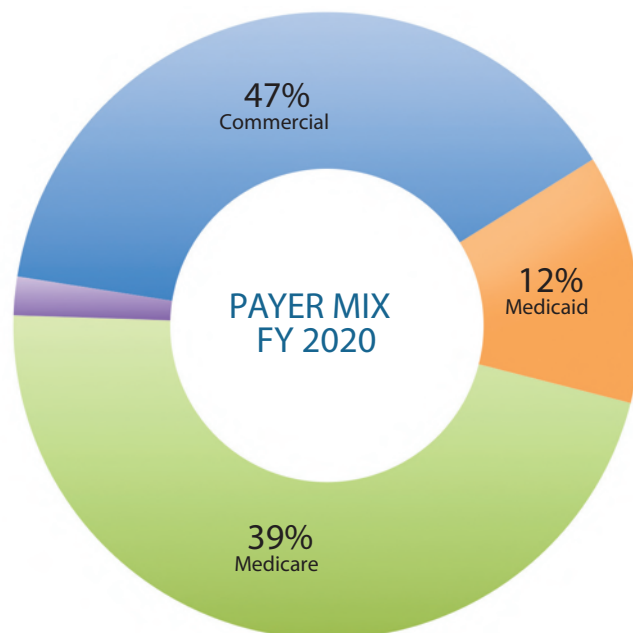
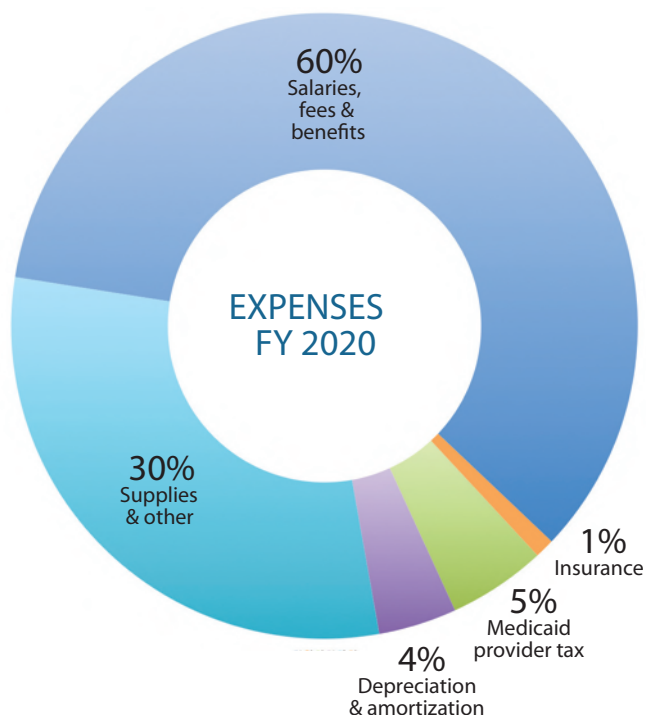
It would be an understatement to call FY2020 a "challenging" year for Copley. With the unexpected onset of the coronavirus "Covid-19" back in March, patient visits, surgeries, Emergency Room care, and nearly all other medical-related services saw a steep and immediate decline. This, in turn, had a steep and immediate negative impact on our revenue.

Fortunately, Copley was among a select group of U.S. hospitals to receive both Provider Relief Funds (PRF) and Paycheck Protection Program (PPP) funding from the Federal government. Combined, those funds will go a long way towards offsetting losses due to Covid-19. Once we are able to reconcile those funds into our annual financial statements for 2021, the operating loss reflected in this year's annual report (2020) should adjust upwards into breakeven or even positive territory.

That said, because the pandemic is still an ongoing concern, we won't know the true impact of Covid-19 on our finances until the end of FY2021.



Note: County totals include other towns not listed to the right.



Patients by Zip Code FY 2020

	In Patient	Out Patient	Total
Morrisville	313	18,601	18,914
Hyde Park (North)*	138	8,109	8,247
Stowe	131	8,650	8,781
Johnson	139	6,934	7,073
Hardwick (East)*	153	6,155	6,308
Wolcott	77	4,956	5,033
Eden (Mills)*	61	3,174	3,235
Craftsbury (Common)*	60	2,612	2,672
Jeffersonville	46	2,040	2,086
Waterbury (Center)*	24	1,766	1,790
Greensboro (Bend)*	40	1,374	1,414
Burlington (South)*	54	1,346	1,400
Montpelier (East, North)*	35	1,189	1,224
Waterville	22	1,078	1,100
Lowell	22	897	919
Essex (Junction)*	37	835	872
Cambridge	11	714	725
Barre (East, South)*	19	678	697
Lake Elmore	12	629	641
Belvidere Center	7	484	491
Other VT Towns (189)	359	10,962	11,321
Out Of State (45)	53	2,296	2,349
Other Country (20)	1	67	68
Total	1,814	85,546	87,360

* - denotes combined similar zip codes

Thank you
Concept2...
100,000 times over!



Copley Staff pictured with a generous donation of 100,000 procedural masks thanks to Concept2.



160
Births



5,483
Patients Days of care
(including observation)



333,849
Lab Procedures



12,788
Rehab Therapy Hours



11,278
Emergency Room Visits



1,767
Patient Admissions

Copley Hospital, Inc. Statement of Revenue & Expense

Revenue	FY 2020	FY 2019
Gross Revenue	\$123,202,290	\$113,757,897
Less: Charges not paid by payers	(\$50,216,726)	(\$44,113,003)
Less: Bad debts	(\$2,949,725)	(\$1,809,559)
Less: Charity Care	(\$923,759)	(\$841,523)
Plus: Other operating revenue	\$1,950,704	\$1,245,038
Total operating revenue	\$71,062,784	\$68,138,088

Expenses		
Salaries, fees and benefits	\$43,559,156	\$41,168,887
Supplies and other	\$22,325,361	\$21,414,444
Depreciation & Amortization	\$2,789,867	\$2,711,502
Medicaid provider tax	\$3,985,329	\$3,899,906
Insurance	\$1,033,833	\$993,248
Interest	\$126,029	\$111,344
Total expenses	\$73,819,575	\$70,299,331
Operating income (loss)*	(\$2,756,792)	(\$2,161,243)
Non-operating revenue	\$448,038	\$395,737
Net income	(\$2,308,754)	(\$1,765,506)

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

Balance Sheet

Assets	FY2020	FY2019
Operating cash and cash equivalents	\$33,613,094	\$7,140,224
Patient accounts receivable, net	\$5,463,731	\$5,353,579
Inventory	\$2,484,173	\$2,997,420
Prepaid expenses	\$1,862,386	\$1,534,559
Other accounts receivable	\$262,131	\$97,513
Assets limited as to use	\$5,266,650	\$4,360,430
Property and equipment, net	\$25,145,467	\$25,814,323
Donor restricted assets	\$5,000,707	\$4,868,431
Deferred compensation	\$2,896,587	\$2,378,374
Total assets	\$81,994,926	\$54,544,853

Liabilities

Accounts payable and accrued expenses	\$5,445,295	\$2,420,467
Accrued payroll and related expenses	\$4,586,008	\$3,724,407
Estimated third-party payer settlements	\$1,790,000	\$250,000
Deferred compensation	\$2,896,587	\$2,378,374
Long-term debt	\$12,492,007	\$7,910,328
Restricted net assets	\$5,000,707	\$4,868,431
Unrestricted net assets	\$30,684,105	\$32,992,846
COVID 19 - Unearned liabilities	\$5,862,305	
COVID 19 - Advances	\$13,237,912	
Total liabilities and net assets	\$81,994,926	\$54,544,853

***Note:** Due to accounting and auditing regulations currently in place nationwide, our 2020 financial statements do not reflect Federal Covid-19 assistance we have received during the past nine months, will be included in our 2021 financial results.



202,918
Pounds of Laundry



30,032
Radiology Services



1,093
MRI Services



6,790
Volunteer Hours



3,344
Surgical cases
(including outpatient)

Copley Hospital Welcomes...

Stephanie LaBarron, *VP of Ambulatory & Provider Services*

Copley Hospital is pleased to welcome Stephanie LaBarron as its new VP of Ambulatory and Provider Services. Stephanie joined the Copley staff in November of 2020.

Stephanie is an accomplished healthcare leader with more than 16 years' experience, having worked in a number of healthcare fields. She earned her Bachelor of Business Administration degree at Champlain College in Burlington, Vermont and in 2016, she went on to earn her Masters of Business Administration with a focus on Healthcare Administration from Southern New Hampshire University.

Prior to joining the staff at Copley, Stephanie served in various roles at North Country Health Systems in Newport, Vermont serving most recently as Director of North Country Surgical Associates, Urology and Cardio Services & Performance Improvement Coach. She attributes her broad knowledge of healthcare operations to her years spent working in various hospital departments in roles that included Housekeeper, Nurse Staff Coordinator, Administrative Assistant, Project Leader and Practice Manager.

As VP of Ambulatory and Provider Services, Stephanie will oversee a number of departments including Surgical Services, Outpatient Services, Oncology/Infusion, Anesthesia, Mansfield Orthopaedics, Multi-Specialty Clinic (Cardiology and General Surgery), and all Copley Hospital providers.

"I worked with Stephanie in the past and she brings a high energy, data driven and progressive style of leadership to Copley," said Avril Cochran, VP Operations. "She is a native Vermonter, and we are truly delighted she has chosen to join our Leadership Team."



When We Say 'Copley Community'...

Throughout this report, you've probably seen the words 'Copley Community' more than a few times. We use them (a lot) when we refer to our doctors and nurses and receptionists and lab techs and housekeepers and... well, you get the idea.

But the 'Copley Community' goes much, much deeper than just our caring and dedicated staff. The real Copley Community is you: the hundreds of you who live in our service area (and beyond) who support us in quiet ways without ever asking for a thing in return. Some of you donate food. Some of you donate time. Many many of you donate your hard earned assets. All to keep this community hospital strong, solvent, and prepared to treat the next patient who walks (or is wheeled) through the door - whether to have a hip replaced, deliver a child, or have a band-aid put on a skinned knee.

We can't share all of your stories here (though we're grateful for every one of them), but let us share this one, and in thanking and recognizing this wonderful community member, please know that we are recognizing all of you as well.



At the height of the pandemic, Copley put out a request for face masks. More than 40 local knitters and sewers donated nearly 2,200 masks. Jan Kuhn of Hyde Park was one of the sewers. A retired school teacher, she has lived in Lamoille County since 1968. Jan was contacted to help with a shipment of procedural masks that needed repair. That's right – 5,000 masks, and one ear loop on every mask did not adhere.

Prior to contacting Jan, Nurse Director of the Emergency Room Michael Brigati, RN tried gluing, hot gluing, stapling, anything he could to fix the masks, but all to no avail. What did work, he found, was sewing that loop! And that's when Jan got to work. After 12 hours, her first batch was done. 2,000 perfectly usable masks. The second batch took a little longer as she also noticed that the bottom ear loop was doing the same thing. But she didn't give up, and after almost 24 hours the final batch was complete!

Just one more member of the Copley Community quietly donating her talent and time for the benefit of others.

We are constantly amazed at how often our community comes together for the well-being of everyone else. And we are enormously grateful to live and work in such a unique part of the country. So as you flip through this year's report, whenever you see the words 'Copley Community', give yourselves a pat on the back. You are the reason we are here. And, you are the reason we will be here for years to come.



More Welcomes...

Bruce Mitchell, *Senior Project Analyst*

Bruce joined Copley's Information Technology team as Senior Project Analyst in December of 2019. He brings twenty years of experience to Copley, having most recently worked at Gifford Medical Center in Randolph, VT. His strong analytical skills, IT system knowledge and the development of financial and clinical reports have been an asset to Copley since his arrival, and he is well-versed in our current IT systems.

William Nutt, *Director of Materials Management*

Copley welcomed William Nutt as Director of Materials Management in June of 2020. Prior to joining the staff at Copley, Will served as Senior Business Development Strategist at Aspen Medical Products in Irvine, CA. He received his Master of Business Administration from the F.W. Olin Graduate School of Business at Babson College in Wellesley, MA. As Director of Materials Management, Will oversees the purchasing department, ensuring best price and quality of product.

Dr. Steven Levine **and Dr. Jennifer Peters,** *Hospitalists*

In October of 2020 we made the strategic decision to bring hospitalist services under the Copley Hospital umbrella. Since 2009, hospitalist services have been contracted through Apogee Physicians. The transition was seamless for both Copley and our patients, and both doctors are valued assets to the Copley team.

Nancy Sweeney, *Executive Project Coordinator*

Nancy Sweeney, a long time Executive Assistant returned to Copley in November 2020 as Executive Project Coordinator. She brings years of experience in healthcare, working with executive teams, physician leaders, management, and staff to achieve organizational goals. We are delighted she has rejoined the Copley team!

Gail Bourassa, *Director of Patient Financial Services*

Our most recent welcome is Gail Bourassa, who joins our Patient Financial Services team as its new Director. Gail is a dedicated, goal-oriented and skilled leader who brings more than thirty years' experience in the areas of hospital and physician billing, coding, patient registration, community outreach, care management, and compliance. We are pleased to welcome Gail to her new role at Copley.

Report of Giving

Copley Hospital is grateful to the following individuals and organizations that supported our not-for-profit community hospital in Fiscal Year 2020 (October 1, 2019 through September 30, 2020).

A special appreciation to members of the Copley Consecutive Club (CCC) 🍀. The CCC honors our most loyal donors who have given to Copley Hospital consistently for 3 or more years.

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\$50,000 and Greater

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Pictured (l to r) Mark Sutton, Director Plant Operations; Avril Cochran, VP of Operations; Shellie Parkhurst, Environmental Services; David Vinick, Director Nutritional Services and Environmental Services; Brenda Hutchins, Environmental Services; Joe Woodin, President & CEO and Rich Grenier, Supervisor Environmental Services cutting the ribbon.

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Alexis Gagne, PA-C Mansfield Orthopaedics;
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