

COPLEY

2021 ANNUAL REPORT

Mansfield Orthopaedics

Drawing Patients
from Far & Wide

Women's Center
Turns **25**

THE HEART OF COPLEY

Patients, People
& Places That
Make Us

'Growing
Our Own'
Healthcare
Workers

Volunteers
Making Life Better for All

www.copleyvt.org



COPLEY'S COVID TESTERS

Unsung Heroes



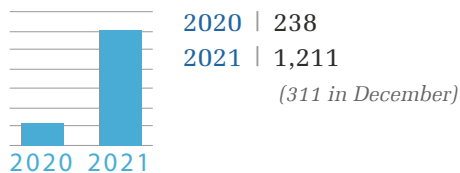
Lisa Hill, Alex Desjardin, Lisa Desjardin, Ashley Norway, Brooke Adams and
Tori Johnson.

A heartfelt thanks to team Copley's Covid Testers. Testing is just one small aspect of what their jobs entail. From handling hundreds of in-bound calls, making appointments, registering patients, preparing for the testing clinics, to calling with returned test results, every day is full.

TESTS PERFORMED



POSITIVE RESULTS



November, 2021 – We added an additional afternoon drive-thru clinic.

** all testing performed at Copley*

Front cover: Lisa Hill administers a booster vaccine to Bradley Roberge of Derby.

This report was designed by ZiaStoria and written by Ben Merrill.

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LETTER FROM THE BOARD CHAIR

Greetings Copley Community



It has certainly been a momentous year for Copley Hospital. Even during the challenging and uncertain environment presented by the ongoing Covid pandemic - which is now heading into its third year - so much of what has been in the works for years is finally coming to fruition.

Thanks to the commitment and generosity of so many people, in early 2022, we are opening our new MRI suite with state-of-the-art equipment! We renovated and expanded our Finance Building to house other departments and free up much needed space in the hospital; we completed the purchase of Copley Woodlands and the Mansfield Orthopaedics building; we brought back our neurology practice; we upgraded and launched a new Electronic Medical Records system; we hired new staff and providers (not an easy accomplishment these days); and we maintained exceptional financial stability.

As we enter our 90th year caring for our communities, the future looks bright. Patients continue to be our primary focus and we continue to offer them compassionate, superior care. From our renowned orthopedic practice to our ER, from cancer care to routine medical treatments, and from our Women's Center to diagnostic and rehab services, we've remained - and will always remain - woven into the fabric of this community.

Copley would not be Copley without its dedicated, exceptional team of employees who, especially during this past year, continued to step up and take on tasks and responsibilities outside of their normal roles. Caring for one another; supporting one another; constantly asking one another 'how can I help?' Heroic stories of what staff members have done this year are told and retold throughout Copley, always with the end goal of making a difference in our patients' lives. It is no wonder that people come from across Vermont, New York, New England, and over the border to receive care at Copley.

I am always heartened by the patients who take the time to express their gratitude for the care they or their loved ones received here, whether through letters,

emails or phone calls. Here's an excerpt from one I'd like to share - I think it captures the essence of the kinds of letters we receive on a regular basis:

I recently had a long stay at Copley Hospital. My journey began with amazing care from Morristown Rescue. Kindness and professionalism were evident from the moment they entered my house. The doctors, nurses, and technicians in the ER treated me with expertise and a gentleness that made me feel completely safe...[When] I woke up...everyone, from the nurses to the environmental services staff, was competent and caring. I was cared for by amazingly wonderful people...beyond what anyone could expect. My surgical team...did their magic and [I look forward soon to] taking many long walks. Dr. Kiely was in my room every morning and I knew he was watching over my care. This was so comforting [and it gave me] a feeling of advocacy. Shout out to the family doctors of the world. It is a role that is so needed.

Carol C., patient

In spite of the pandemic, Team Copley continued to support its local communities in numerous ways, from volunteer support for vaccine clinics, to helping with the local LACiNg up for cancer, to putting on local wellness events, and by raising spirits through our float in the 4th of July parade. How they found time for all these activities I will never know, but it's why I am so honored to serve on this board, and why I am so proud to be associated with this unique and wonderful hospital.

As you read through this year's report, I hope you enjoy meeting our employees, getting to know some of our volunteers, and learning about all that's happening and all the good things to come. In the coming months we look forward to expanding our pharmacy services for infusion clinics, enhancing our Women's Health services, bringing on new practitioners, and continuing to upgrade our facilities. I would like to thank our leadership team, our entire staff, our tireless volunteers, and our caring and supportive community. It is because of all of you, we have a strong and bright future ahead. Thank you for all you do.

Kathy Demars

Kathy Demars

Dear Friends, Colleagues, and Community Members



I hope this Annual Report finds you and your loved ones healthy and safe. Who could have predicted almost two years ago that we'd still be dealing with Covid-19 and its evolving variants in 2022? As I think back on all the adjustments we've made; all the equipment we've had to purchase; and

all the sacrifices everyone has had to make, I can truly say that 2021 was the second most challenging year in the history of Copley Hospital - second only to 2020. And not just Copley, but every business, every industry, every state and every nation. It is almost overwhelming to consider the changes that have occurred during these past two years.

But I am not overwhelmed. In fact, when I consider what we as a team of medical professionals and healthcare workers have accomplished; the lives we have saved and the families we have made whole; the patient care we've been able to provide; and the upgrades to infrastructure we have been able to make; I am almost astounded. And I am so proud of this hospital. Every member of our staff from every department has stepped up to take on new roles and responsibilities in order to keep our doors open and our patients safe. Through your diligence and resiliency, Copley Hospital has remained the place of healing and refuge it has been for nearly 90 years. I used these words in last year's report, and I need to use them again this year: our team is a remarkable group of people, and it is humbling to work alongside of them.

Despite all of the challenges thrown at us, I can stand here and tell you "we did well." Because the year was so out of the ordinary, there really is no way of comparing our performance to past years, but in relation to our peer hospitals around Vermont and across New England, "we did really well." And that's

in large part because of the way everyone pitched in to do what had to be done. Throughout this uncertain year, and despite the nearly constant challenges brought on by Covid-19, we managed to keep our eyes on the future and bring the hospital forward. Just think about it – with all the craziness, we managed to complete a successful fundraising campaign and construct a new MRI suite with the very latest technology. We completed the purchase of Copley Woodlands and the Mansfield Orthopaedics building. We partnered with the VFW to provide vaccines to more than 15,000 people. We upgraded and re-launched our electronic medical records system(s). And that is just scratching the surface.

We also managed to keep our eyes on our primary goal of taking care of our patients and of one another. We overlooked differences of opinion, showed each other respect, and left the politics out of our day-to-day activities. We showed each other patience, while listening to each other. And we went about doing whatever had to be done to keep our hospital viable and vibrant. Never have the words 'medical professionals' been truer or meant so much.

As I look ahead to 2022 - and to our 90th year of service - I am struck by two seemingly opposite realities. On the one hand, Copley Hospital utilizes the latest technology and state of the art diagnostic tools. We attract some of the finest medical professionals who choose to live and practice here. In fact, doctors and surgeons from around the United States and Canada come here to observe our medical procedures. And our reputation for compassionate and outstanding medical care grows exponentially year after year. On the other hand, you can still walk into Copley and be greeted cheerfully by the same volunteer who's been greeting guests for the past decade, and you can meet with doctors, nurses and practitioners that you've known your entire lives, and who know your personal story by heart. (Emphasis on the word heart!) We have somehow managed to keep connected to our storied past without losing sight of our exciting future. That's

a lot of words to say simply: Copley Hospital is one of a kind.

I hope as you read through this year's Annual Report you will come to see how special this place is. We continue to do well fiscally as you'll see in our financial report; we continue to benefit from the incredible goodwill of the communities we serve; and we continue to expand our services as we prepare for the next 90 years. Our patient satisfaction scores continue to be strong - among the strongest in the industry - and even though we are sometimes tired, even exhausted, we never lose sight of our mission: To help people live healthier lives by providing exceptional care and superior service.

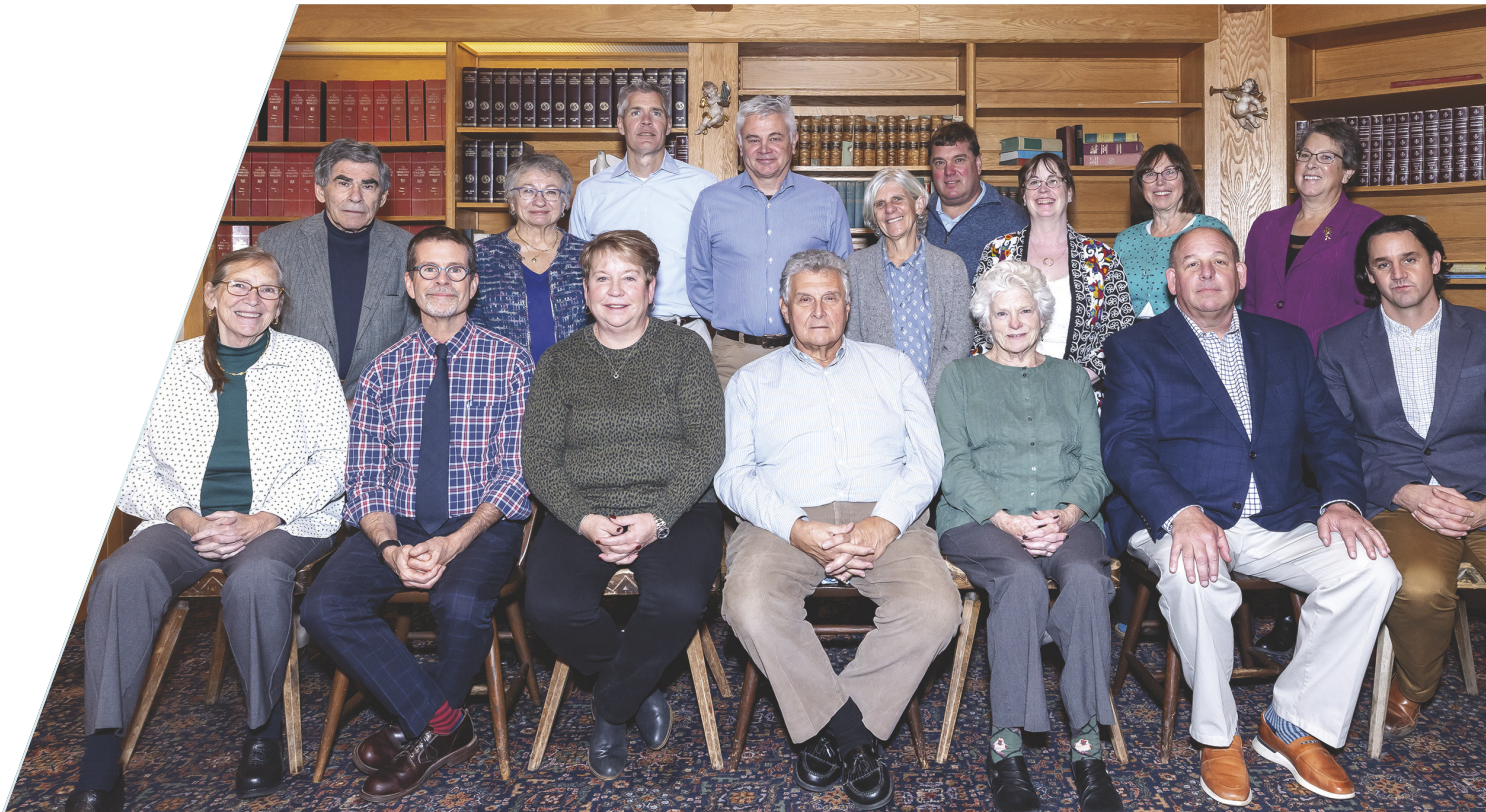
I am confident that good times are ahead, and that Copley Hospital will come out of these difficult years a stronger and better organization. I have that confidence not because I know when, or even if, Covid-19 is going to go away, but rather because of all of you: our doctors, practitioners, nurses, technicians, aides, support staff, board members, partners, volunteers, donors, and community members. Together, WE are Copley Hospital, and that gives me all the confidence I need to remain strong and stay focused on our future.

Gratefully,



Joseph Woodin
President and CEO

OUR BOARD OF TRUSTEES



Back row: Henry Binder, MD, Janice Roy, Walter Frame, Richard Westman, Nancy Banks, Dan Noyes, Pam Stanyon, Anne Watson Bongiorno, RN and Diane Cote. Front row: Deborah Pomeroy, Joseph Woodin, Kathy Demars, RN, Carl Szlachetka, Sharon Green, David Silverman and Joseph McLaughlin, MD.



PATIENTS

At 1,800 sq. ft (more than double the old space), the new suite includes a MRI room with a walk around unit, equipment room, control room, IV prep room, waiting area, changing room and restroom.

Copley's new MRI services will be up, running, and serving patients very soon. Testing and training is being completed in advance of its February start-up date.

Drastic changes in technology have led to a greater adoption of MRI usage across a wide spectrum of chronic disease examinations such as multiple sclerosis, breast cancer and other diseases where early intervention can be key to lifesaving treatment. With our new MRI we can identify diseases related to orthopedics, spine lesions, tumors, strokes and cancer; as well as diseases impacting the brain and blood vessels.

Anyone who has had the experience of needing an MRI at Copley Hospital, will tell you that the greatest improvement in moving our MRI services from a trailer behind the hospital to a suite of rooms inside the building will be the enormous benefit of not having to make the journey to the back parking lot for their exam. The distance now from the Emergency Room to the MRI trailer is significant, and people who come to the ER and need an MRI to determine the scope of their injuries must be moved very cautiously. It will be a huge improvement to have the MRI located near the ER and Diagnostic Imaging for both our patients and staff.

COPLEY GETS NEW STATE-OF-THE-ART MRI TECHNOLOGY

New Suite Will Benefit Patients and Staff

The team performed exhaustive research to determine both the best architectural fit for Copley and the optimal MRI device. In the end, the selection was a Seimens Magnetom Sola machine whose state-of-the-art features include a wider bore hole, ambient lighting, and audio-visual technology to provide a better patient experience. We broke ground on the build-out this past July.

"I can't tell you how grateful and excited we are to have our new MRI facility up and almost operational," said Trish Rick, VP for Development and Marketing. "As of December, we've raised a total of \$1,113,737, exceeding our goal of one million dollars. We received donations from our board members and employees, the Copley Hospital Auxiliary, community members, foundations and members of the business community. We really are profoundly grateful for the many ways in which this community supports us."

The old MRI, now more than 12 years old, will also have a new home. "It was always our hope that we could donate it to another hospital or medical center in an impoverished area where they could benefit from it," Rick said. And that is exactly what will happen. Director of Facilities, Safety & Security Mark Sutton, advises that we have sold the unit to a repurpose vendor located in Massachusetts. The equipment will eventually find its new home in Africa. "We were fortunate it lasted as long as it did and so happy the technology will continue to benefit others."

Bookending the campaign was The Freeman Foundation which not only donated the money for Copley's original MRI machine more than a decade ago, but also made the donation that pushed this year's campaign over the top.

"We want to thank everyone who donated to and believed in this project," Rick said. "Not only will it make life a little bit easier for our patients, it will also enhance our ability to deliver first rate medical care for years to come." ■



NEW ELECTRONIC MEDICAL RECORDS & PATIENT PORTAL

Improving Patient Experience and Efficiency

PATIENTS

ED Nurse Manager Christine Kiely Granstaff, RN trains House Supervisor Gail Fein, RN on EDIS.

On October 1, Copley opened a new chapter in its electronic record keeping when we “refreshed” our Electronic Medical Records (EMR) system and “restarted” down a brand new road. “What we essentially did,” said Michael Brigati, R.N., Director of Acute Care Services, “was close the door on a system we’d used for 34 years, and open a door to a new system using the same platform and technology.”

“For 34 years,” he continued, “Copley has used EMR software called ‘Evident.’ In fact, we are Evident’s longest running client. That’s good because it means the software was working for us. It’s bad because it meant that after 34 years, we had a lot of stuff stored out there that we didn’t need and will probably never look at again. There was so much clutter that it had become difficult to keep everything running efficiently.”

Enter Refresh to Restart - “With the Refresh to Restart initiative,” Brigati said, “we essentially built a brand new, mirror image of the system we’d been using for 34 years. Then we brought over only the current, relevant information we need. Kind of like renting a new storage unit next door to the old one, only now there’s just a single box in it. We preserved everything on the old system in the unlikely event we’ll ever need it, but we no longer have to rifle through everything to find what we’re looking for. And because we are starting fresh, we can now include and connect additional departments that could not be

connected before. Our “new” EMR system now allows departments throughout the hospital to talk with one another - something they couldn’t do before.”

But that’s not where the opportunities ended.

“On November 2,” Brigati said, “we moved our Emergency Department onto the Emergency Department Information System (EDIS) module of our refreshed Evident system. For years, our ER and Hospital have been operating on different systems. Patient information, medication lists, past treatments (in the ER or Hospital) were not easily searchable on either end. Records had to be printed and scanned into and out of each system, which not only made for a lot of paperwork, but also made searching for records difficult at best. Now, each side can see what the other side has done or is doing, vastly improving both patient care and efficiency.”

“We’re all very pleased with the success of both projects,” he said, “but I’m particularly pleased with the launch of EDIS - there has been zero downtime since we turned the system on and that’s actually somewhat uncommon. I’ve been involved with a number of similar launches over the years and there customarily is a glitch or two that needs to be worked out. But not this time.”

On a final note, Copley’s new patient portal - MyCareCorner - also went live on November 2. With the new portal, all hospital patients will now be able to access, view, and download their medical records, check their lab and other (e.g. Covid) test results, and interact with their specialists from the comfort of their home. “All of these upgrades reflect our desire and commitment to making healthcare at Copley more accessible and convenient,” said CEO Joe Woodin, “and we’re extremely grateful to everyone who had a hand in making it all happen.” ■



PEOPLE

Student Emily Kuczma aliquoting Covid samples for testing.

AMERICA IS FACING A SHORTAGE OF HEALTHCARE WORKERS Copley is Solving the Problem in a Unique Way: We're 'Growing Our Own!'

Across the country, hospitals and medical centers are struggling with a shortage of qualified nurses, lab technicians, and other medical staff. Take a quick glance through the medical help-wanted ads at nearly every hospital in America and you'll find scores of open - and unfilled - positions. Some organizations have seen reductions in nursing and medical staff due to the stress and fatigue caused by the now two-year old Covid pandemic; others have simply been unable to locate, attract and retain qualified workers.

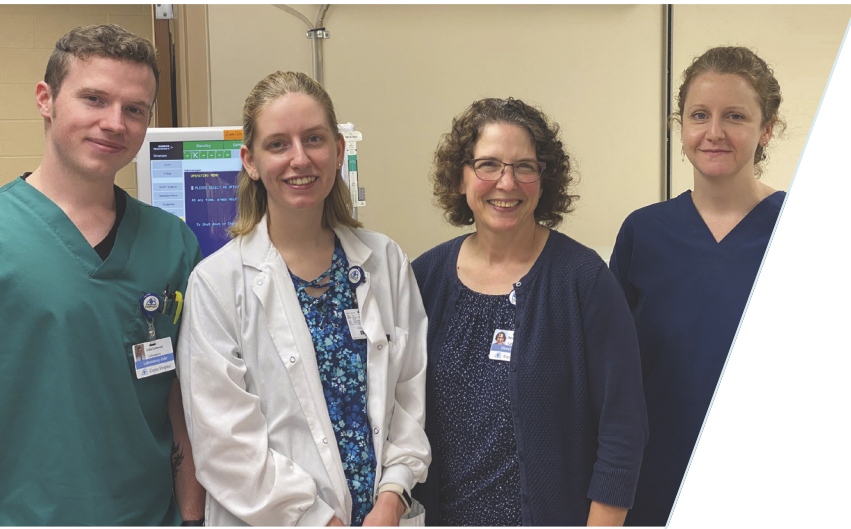
"It's a problem on a national level," said Copley CEO Joe Woodin, "but it's especially hard in rural areas. We're fortunate to be situated in one of the most beautiful areas of the country - not to mention Vermont - but it still takes a special kind of person to want to settle here. Recruiting and attracting the kind of high quality practitioners we need is a full time endeavor. It never stops."

Fortunately, Woodin said, Copley is finding success in addressing the problem, and it's doing so in typical Vermont fashion.

"Our Nursing Assistant Training Program (NATP) gained final approval by the State of Vermont this past spring with our first cohort of students entering the program during the first week of May," he said, "and through a partnership with Utah-based Weber University, we have just about solved our shortage of lab technicians."

"We have had such a need for nurses and assistants," said Chief Nursing Officer Lori Profota, DNP. "Now, through our own training program, we are helping people right here in Central Vermont find jobs with a future as they prepare to successfully pass the Certified Nursing Assistant (CNA) exam. Passing that exam is the first step in building a career in nursing. After that, it is our hope they will continue their new career here at Copley or at one of our community partners - Lamoille Home Health and Hospice, The Manor, or another long-term care facility."

"We're using the American Red Cross Nurse Assistant Training curriculum," Profota said, "which includes 40 hours of online theory, 16 hours of lab/skill practice, and 30 hours of clinical experience. The



Students John Gilmour, Emily Kuczma, Director of Laboratory Services Amy Shopland and Sarah McLaughlin.

program is designed to help candidates prepare for both the challenges and emotional elements of the job, as well as develop the hard and soft skills they'll need to succeed."

"Skilled nurses and nursing assistants can find work anywhere in the country," Profota added, "but we're hoping our students - most of whom live and work right here in Lamoille County - will choose to stay here and work for us."

In tandem with this initiative, Director of Laboratory Services Amy Shopland reports that Copley is addressing its shortage of lab technicians in a similar way.

"There's a huge shortage of lab technicians nationwide," she said, "not just here in Vermont. Many medical students are unaware the profession even exists, and there are very few schools that offer programs in this area of healthcare. For small hospitals like Copley, that presents a problem. With only two schools in the area offering courses in lab technology - and graduates of those schools having numerous opportunities to choose from - we decided to take matters into our own hands. If we couldn't attract qualified lab technicians, we'd train our own."

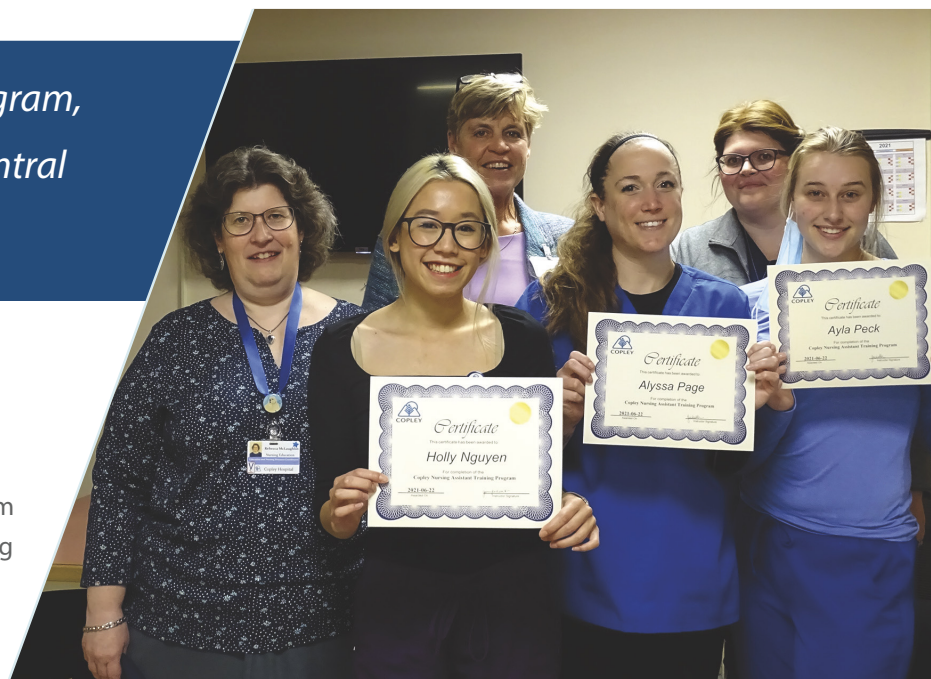
To accomplish this, Copley also partnered with Weber University to take advantage of its online degree program. "Weber provides the online courses; we provide the hands-on training, instruction, and clinical experience," Shopland said. "Students learn the science of lab technology by doing the actual clinical work under the supervision of our seasoned Lab Techs as they work towards their degrees."

"When they enter the program," Shopland pointed out, "students make a 3-year commitment to work here. It's our hope, however, that they'll stay longer than that! We've had a lot of local interest in the program and so far, it's performing very well."

While the rest of the nation figures out how to solve the growing problem of attracting and retaining qualified nurses, technicians, and other medical personnel, Copley - in true Vermont fashion - has found its own solution. "We're growing our own!" ■

"Now, through our own training program, we are helping people right here in Central Vermont find jobs with a future ..."

Congratulations to our first cohort of students who completed their training and received their LNA certification. Pictured are Rebecca McLaughlin, Program Administrator; Holly Nguyen; Lori Profota, Chief Nursing Officer; Alyssa Page; Jennifer Leather, RN, one of the on-site program instructors and Ayla Peck. Ayauna Monsel (not pictured).





PEOPLE

Cooper Rick receives his 2nd dose of Moderna vaccine from Copley ER nurse Dorothy Cook, RN.

As Covid continues to evolve and re-circulate around the globe, we here in Vermont are not immune to its many iterations. As this Annual Report was being prepared, the Omicron variant - on the heels of the Delta variant - was swiftly making its way around the world.

Since the start of the pandemic, Copley Hospital has been at the forefront of keeping patients, staff, and communities healthy and safe. One particularly successful initiative has been our vaccination program, and we have every member of Team Copley - including our volunteers at the VFW - to thank.

Joining hospitals across the State, in December 2020, we administered our first Covid-19 vaccines to staff members. We focused on vaccinating as many healthcare and frontline workers as possible. By late winter we had administered 2,916 such doses.

In February 2021, we moved our clinic to the Morrisville VFW to vaccinate as many of our local community members as possible as each age group became eligible. US Senator Patrick Leahy stopped by the clinic in April to extend his personal thanks to staff and volunteers for their service, and to announce \$32 million in federal funds to assist in the state's vaccination efforts.

Towards the middle of May we hosted our final first dose clinic, bringing our total number of first doses to 7,078, and transitioned to second dose clinics only. By the end of May we'd administered 6,344 second doses

KEEPING COPLEY - AND OUR
COMMUNITIES - SAFE

Vaccine Clinics Just Part of a Larger Strategy

and, by the middle of June, our total number of doses administered stood at 14,857. While it was our hope we had issued our last vaccine, in November of '21 we partnered once again with the VFW to administer booster shots.

"As we've dealt with Covid and its accompanying social and economic fallout," said Dr. Donald Dupuis, MD, FACS "all of us here at Copley have kept the same goal in mind: it is our mission and purpose, to be the best possible hospital for our community that we can be. I believe we've achieved that goal, and so much more. Thousands of our community members are living safer, fuller lives because of our vaccine clinics. On a state by state basis, (before the availability of booster shots) the percentage of total Covid cases among the vaccinated ranged from 0.2% to 6%. Vermont came in at about 1.2%. It is an understatement to say that the vaccines are working pretty well."

"I am so proud of our hospital and our staff," he added. "It may sound a little hokey, but I believe in teamwork to my core, and Team Copley - along with our community partners - has really come through for Lamoille County."

In addition to vaccinating nearly all eligible Lamoille County residents in 2021, Dupuis added, Copley's Cepheid 1-hour analyzer and two Rheonix high volume analyzers performed over 20,000 Covid PCR tests.

We all look forward to the day when Covid is in our rearview mirrors or, like the flu, nothing more than a seasonal irritant for most. But until then, Copley will continue to protect its employees, patients, and communities in whatever ways it can. ■



PEOPLE

Copley ED provider and marathon runner, Emily LeVan, NP.

When you speak with Emily LeVan, nurse practitioner in the Copley Emergency Department, you learn about ultramarathons. “Any race more than the 26.2 miles of a standard marathon,” she explains when asked. And yes, she’s done both - standard marathons, including her favorite, the Boston Marathon an astonishing 13 times, and ultramarathons, the longest she has completed a mere 62 miles (100 kilometers). That’s 62 miles. In a row. Without stopping - not cumulative over the course of a week or a lifetime.

With a stressful job in the ED, Emily engages in running as a way to ease stress. “When things are going well,” she says, “you lose track of the miles.” The state of mind she describes is a flow state, common to many high-performance athletes. It’s being “in the zone” when your jump shot can’t miss or you’ve run 30 miles without conscious effort. And indeed, Emily has been a top tier athlete. She tried out for the Olympics as a marathon runner and has raced around the world, including the world championships in Helsinki, Finland. In fact, when she was first married, Emily and her husband Brad Johnson hiked the Appalachian Trail - the entire Appalachian Trail. They also ran the Long Trail in 9 days. “Well, it was more of a run/fast hike,” Emily says modestly. Still, most of us would be challenged by walking the Long Trail at a slow pace, (with occasional stops at well-appointed B&Bs, of course), while Emily and Brad were covering more than 30 miles each day.

EMILY LEVAN, NP

What it means to “Go the full-mile”

But the Emergency Department is, in Emily’s view, more similar to a team sport than a solo endeavor. As an advanced practice nurse, or nurse practitioner, Emily’s role includes ordering and interpreting diagnostic tests, creating treatment plans, and deciding which patients should be sent home, which should be admitted to Copley, and which need to be transferred elsewhere for specialty care. The nursing and tech staff are her eyes and ears in this process. “They spend more time with patients,” she explains, “so they often see things before we do.”

Covid has made day-to-day life in the ED more challenging. Not only have they seen a steady stream of Covid patients coming into the ED, some patients with unrelated illness and injuries end up testing positive while in the ED. It has also gotten more difficult to transfer patients to other hospitals. While she has typically been able to transfer patients in a timely fashion if needed, with yet another Covid surge, it can take multiple phone calls to find an available facility. “Especially in the last few weeks, even the larger hospitals are telling us we are full and can’t accept a transfer patient.”

Still, Emily likes the open-ended nature of working in the ED. “You never know what will come wheeling through the door,” she says. Beginning her career as an ED nurse at Miles Memorial Hospital in Damariscotta, ME and then at Central Vermont Medical Center, gave her a front row view of patient care in emergencies. As a nurse practitioner, she can successfully shape that care into positive outcomes for patients. “I know what we can handle, and what we need to transfer elsewhere” for more in depth care. It’s being on the front lines of a rural access hospital: knowing how to get patients the right care at the right time.

Meeting the challenge of a stressful work life is like running a marathon when you are not in a flow state, Emily says, when things are not going your way. Like everything during the pandemic, it’s more about persevering than crossing the finish line. It’s not simply gliding through the miles, but finding the mental resolve to go on even when you are feeling every bump in the road. It is this resilience in life and in work that Emily LeVan brings to every ER shift at Copley Hospital. ■



PEOPLE

Volunteer David Peters of Elmore has been volunteering at Copley for 16 years.

IN TRUE 'COMMUNITY' SPIRIT

Copley's Volunteers Make Life Better for All

After several careers and service in the US Navy, Dave Peters retired “for good” in 1994. Now he assists nearly everyone who walks through our front door. Betty Busch is now in her mid 80s, and every day she shows up in the OR and helps keep everything running smoothly. And, when Rich Westman is not doing chores on his farm, he’s meeting constituents, serving in the Vermont State House, and he serves on our Board of Trustees.

Dave, Betty and Rich are just three of the many volunteers who not only keep Copley running like a well-oiled machine, but who also embody what it means to be community spirited.

Since 1932, Copley Hospital has depended on - and benefited from - the countless volunteers who have greeted our patients and visitors, sat with patients, delivered mail, and assisted in our clinical and administrative departments. They come from all walks of life - homemakers, professionals, tradesmen, artists, politicians - and are motivated by one thing: making our little corner of Vermont a better place to live.

“We could write a book about the hundreds of people who have donated their time and talents to this place,” said CEO Joe Woodin. “Copley is such a special hospital, and it’s largely because of the care

and support this community has given to it year after year. You can feel it the moment you walk through the front door. And that’s probably because you’re likely to be greeted by someone like Dave Peters.”

Dave retired after several successful careers, but in his words, “retirement was boring.” He found a number of volunteer opportunities around the county - he got involved in court diversion programs and was a Guardian Ad Litem. But it wasn’t until he had a procedure done at Copley 20-plus years ago that he realized what an amazing, unique and wonderful place Copley Hospital really is. “It really meant something to me, how well I was treated and the care I received,” he said. “And I wanted to give something back.”

Before Covid hit, Dave was the front door greeter. ‘Welcome to Copley’ he’d say, ‘How can I help you today?’ Dave loved greeting visitors (and everyone else who walked through the door), but once Covid hit he had to step back. But he never stepped out. “Now I just show up twice a week - happy to do whatever I’m asked,” he said. “Sometimes it’s escorting people where they need to be, other times it’s backing up the screeners. But it doesn’t matter. It’s fun, and it’s a great way to be a part of something special. I think



Surgical Center's volunteer Betty Busch with Joe Carroll of WCAX.

it's important to have a sense of purpose in life, and Copley gives me that sense of purpose. Plus, I like to think I'm making a difference in people's lives, even if it's only accompanying them on their walk to or from a doctor's appointment."

There's a name for people like Dave Peters. They're often called the "Greatest Generation." At Copley, we call them "Ambassadors."

Then there's Betty Busch. At 83, she still comes in every day to assist in the OR.

"I remember coming in to see Jill (Baker) and telling her I wanted to volunteer," Betty said. "I'd retired from running my own Bed and Breakfast, but I've never been very good at sitting still. So, after Jill showed me the list of volunteer opportunities I said, 'No, those won't do. Put me to work'. And that's just what she did."

Betty ended up working in the OR, initially with patients and families, letting them know how surgeries

were going and keeping lines of communication open. That work led to additional and greater responsibilities, and today, 17 years later, she says she still wakes up every morning and looks forward to coming to "work."

"I always say age is a state of mind," she said. "Life is what you make of it, and at 83, I have plenty more I want to accomplish. Copley is like a second family to me. Everyone here is so committed and caring, not just to the patients, but to each other. It's just a wonderful place to work, and it makes me feel good to give something back to this wonderful community."

But you don't have to be retired to volunteer at Copley. So many of our volunteers are also busy running businesses, raising families, and serving the community in numerous ways. One such volunteer is State Senator Rich Westman, who takes time out of his busy schedule to serve on our Board of Trustees.

Rich joined the Board back in 2010 after his election to the Senate. "Most of my work at that time revolved around health care, child care, and human services," he said. "And given the issues I was working on, I knew I needed to learn more. Copley has always been such an integral part of this community, contributing so much to our quality of life, that I felt I could learn a lot - and possibly be a better Senator - by serving on the Board. My association with Copley has been one of the most rewarding experiences of my life."

Retired naval officer and businessman. Former innkeeper. Current State Senator. Just three out of the hundreds of community members who've taken time away from their families, careers, and personal lives to make Copley Hospital the special and caring place it has grown to be. We're grateful to all of you.

To learn more about volunteering at Copley contact Jill Baker, Community Relations at 802.888.8302. ■

"My association with Copley has been one of the most rewarding experiences of my life."



Copley Trustee, and State Senator, Richard Westman.



PLACES

Our mammography team Sabrina Gayle, Sandra Pinard, Mariann Sjolander (Director of Diagnostic Imaging), and Melissa Luther with our mammography machine which we hope to augment with a stereotactic breast biopsy device.

FOCUS ON WOMEN'S HEALTH

Copley's Women's Center Turns 25

If there is anything constant in women's health care, it is change. Fortunately, most of the changes that have occurred over the past few decades have been for the better, especially changes in the technology available to treat conditions that many women will eventually face.

"Risks and priorities change as women move through their lives," says Alexandra "Kipp" Bovey, Certified Nurse Midwife, "and The Women's Center (TWC) at Copley Hospital is dedicated to guiding and caring for them along the life paths they choose - as well as, sometimes, along paths they did not choose."

Over the course of their lives, some women develop gynecological conditions or diseases which, if not properly diagnosed and treated, can interfere with them living a happy and normal life. Other women experience non-life threatening conditions that nevertheless impact their quality of life, including abnormal bleeding, painful sex, fibroid tumors, ovarian cysts, and infections. The staff at The Women's Center takes great care in getting to know each and every woman who comes in for care in order to develop a wellness plan that takes into account their medical, genetic and family history, lifestyle, and

other factors that can affect their day to day life.

The Women's Center offers pregnancy care from pre-conception counseling to postpartum; as well as routine gynecological care, annual exams, screenings, a range of contraceptive options, and comprehensive menopausal care. Because The Women's Center is located right on the Copley campus, as patients move through the various stages of their lives, many form close relationships with their doctors, midwives, surgeons, and nurses, who come to know them on both a professional and personal level.

"We provide care to women throughout their lifespan," Bovey says. "Our patients don't just come to us during pregnancy; we treat the whole woman through every stage of her life. What's more, we're seeing more and more women come from surrounding counties to receive our compassionate care."

"For many female patients," she continued, "the OB/GYN office is their first, and sometimes only, connection to the health care system. It is imperative, therefore, not only for us to encourage these encounters but also to use them to better understand the women we serve and the supports they need. There are now so many tools available that

can improve the physical, behavioral and emotional aspects of aging as never before, as well as treat conditions before they become bigger, more expensive, and more devastating health issues. Not only can these tools extend lives and health, they can also help us effectively target health care dollars towards the most appropriate equipment and diagnostic testing, including breast MRIs, 3-D mammography and ultrasound imaging, and colonoscopies. With today's advanced technology, we can now understand and manage individual risk as never before, giving women of all ages hope that they can live long, fulfilling lives regardless of their genetic inheritance."

Another area in which Copley Hospital is committed to promoting women's health is in the diagnosis of breast cancer, which affects one in every eight women. When Copley Hospital brought Dr. Courtney Olmsted on board in 2018, it began rebuilding its breast care and breast cancer services; and is currently fundraising to purchase stereotactic breast biopsy equipment, which will enable patients to receive precise diagnosis – as well as treatment - right here at Copley, instead of having to travel elsewhere for these services. According to VP of Marketing and Development Trish Rick, as of December 31, the center had raised \$160k towards its \$200k goal. A stereotactic breast biopsy uses mammogram technology to extract cells for examination, allowing doctors to analyze tissue samples in order to understand what is going on beneath the surface. It can be done on an outpatient basis and without invasive surgery. Individuals remain awake throughout the procedure, and generally report little or no pain during the biopsy and no scarring of the breast.

"Our patients don't just come to us during pregnancy; we treat the whole woman through every stage of her life."

Whether it's birthing, gynecological care, treatment of breast cancer, living a healthy lifestyle, or routine health maintenance, The Women's Center at Copley Hospital has been serving and caring for women for 25 years.

Looking ahead, the Center is currently in the process of becoming a Rural Health Center, a federal program that recognizes the benefits and barriers to health care in rural settings, increases federal reimbursement for the services we provide and standardizes safety measures. ■

OUR AMAZING WOMEN'S HEALTH TEAM



William Ellis,
MD

Alexander
"Kipp" Bovey,
CNM



Erinn
Mandeville,
CNM

Rebecca Gloss,
CNM



April
Vanderveer,
CNM



PLACES

Brian Aros, MD; Bryan Monier, MD; John Macy, MD; Joseph McLaughlin, MD and Nicholas Antell, MD.

MANSFIELD ORTHOPAEDICS

Drawing patients from far and wide

Mansfield Orthopaedics is a very important component of Copley Hospital. Over the past few years, the practice has grown significantly in terms of the number of procedures and the services offered. We've invested significant resources into the orthopedic practice and will likely need to invest more to accommodate the practice's continued growth.

Recent additions, including the acquisition of the Mansfield Orthopaedics building and the new MRI suite at Copley, will help improve our ability to provide access to care for our patients. "Much of the growth has come from new technology and the expansion of both the orthopedic and podiatric providers which has allowed the center to ramp up its joint replacement services and enhance its foot and ankle services as well," remarked Stephanie Lussier, VP for Ambulatory and Provider Services.

The practice has quite a history behind it. With the retirement of Dr. Bryan Huber, Dr. John Macy stepped into the role of Chief of Orthopedics and essentially became the "practice historian" having been affiliated with Copley Hospital since 2001. Dr. Macy began his surgical practice in Copley's Operating Rooms before he became a member of the Mansfield practice. He

specializes in treating disorders and injuries of the shoulder, including arthritis, instability, rotator cuff tears and total shoulder replacement; annually, Dr. Macy performs approximately 120 total shoulder replacements. "What I find so unique about Copley Hospital and Mansfield Orthopaedics is the patient-centric, quality focused team approach to delivering the best patient outcomes and experience with a continuous improvement mantra."

Two of our surgeons, Drs. Brian Aros and Nick Antell, came to the practice in 2011 and 2016 respectively. This past year, the two of them combined, performed over 500 knee and hip replacement surgeries.

"I wish I could say I've stayed here for the Vermont snow," Dr. Aros jokes, "but actually it is the proximity of all our outdoor resources to work and home that makes my life enjoyable and fun." An Ohio native, Aros points to his time at Copley as a "decade of growth and experience."

Dr. Antell, a native Vermonter, never realized his future was practically in his own backyard. "It's funny," he said. "I never imagined working at a small, critical access hospital. All my experience was with level one academic centers and I initially thought that

was the direction I would go. After speaking with the partners, nurses and support staff, I knew it was a match. This was where I wanted to practice.”

Dr. Joseph McLaughlin joined Mansfield Orthopaedics in 2013. His specialty is hand surgery, and he sees a lot of it! His days are long and his commitment to high quality care for his patients is evident. Despite his busy practice, Dr. McLaughlin has been President of the Medical Staff since 2020. “Although I’ve lived in Vermont most of my adult life, I moved back to this area so that I could raise my family in the woods of Lamoille County. I quickly became a huge supporter of our local community and Copley Hospital. Copley is an unusual and amazing place, staffed by some of the greatest people I’ve ever had the good fortune to know and work with.”

Mansfield Orthopaedics has distinguished itself among its peers. People come here from all over, and not just Vermont, but from throughout New England, New York, across the Canadian border, and from as far away as Florida and Arizona. It truly is a sought-after practice, and it’s one of the reasons Dr. Bryan Monier, our foot and ankle surgeon, arrived in 2017.

“I grew up in Dallas but during my residency at UVM, I fell in love with Vermont and my Vermont wife! I knew I wanted to live and work here,” Monier said. “Everybody knows each other and almost every patient I see I have ties to through family, work, sports or the community. To be able to care for them and help them return to active and healthy lives is incredibly rewarding and I wouldn’t be able to have that connection at a larger hospital.” More recently, the practice welcomed Podiatrist Ciara Hollister, DPM, who works with Dr. Monier to treat our podiatric patients.

“The care we provide, added Aros, “is bigger than just us. It includes every employee of Copley Hospital, all working together to put our patients’ needs first. For example, in the midst of the Covid pandemic, the Copley OR team, headed by Karen Cavender, RN, Director of Perioperative Services, implemented a program called EASE, a user friendly mobile app which allows us to communicate digitally with a

patient’s loved ones and family members during the surgical process.”

In July 2020, we adopted Force Therapeutics, an online patient engagement platform that uses digital and video content to connect with patients who are going through our surgery program. The platform enables us to educate, prepare, monitor, and follow our patients through their entire course of treatment and beyond.

Copley surgeons, all fellows of the American Association of Orthopedic Surgeons (AAOS), are committed to quality care and improving patient outcomes. The Force tool allows the surgeons to collect patient reported outcomes for all knee, hip, shoulder and ankle replacements, and provide data to the American Joint Replacement Registry (AJRR), which in turn helps to improve the value of the healthcare we deliver.

“Our continuous drive for growth and innovation has created an environment that allows us to thrive,” Macy concluded. “But we couldn’t be as good as we are without the technology we have and the team that works beside us day-to-day, including Carol Ferrante, Director of Orthopedics, and those who support our practice [Diagnostic Imaging, Rehabilitation, Laboratory], those in the Operating Rooms and on the Medical Surgical floor.”

All of these magnificent surgeons are pleased and grateful to be part of the team of caring medical practitioners. And based on the reviews and thankful letters that come in, the communities we serve are pleased and grateful to have them as well. ■

“The care we provide is bigger than just us. It includes every employee of Copley Hospital, all working together to put our patients’ needs first.”

Drs. Aros and Antell, and Smith & Nephew representative Willi Rose with Dr. David Thut, MD, visiting Orthopedic Surgeon at Seacoast Orthopedics in NH.



YEAR IN REVIEW /

JANUARY



Chief Medical Officer, Donald Dupuis, MD receiving his 1st dose.

While the coronavirus pandemic brought many places to a standstill, Copley rolled out the vaccine to healthcare workers, EMT and essential workers and eventually extended the clinics to all qualified individuals.



Laboratory staff with snowflakes.

A gift of kindness makes for a big impact. Copley's laboratory team received a special gift of snowflakes from 4th graders at Hardwick's elementary school. Each snowflake contained a special handwritten message in appreciation of the work the lab team does.

Copley's Annual Meeting took place on January 29th and was held by Zoom due to Covid. While the meeting was engaging and productive, the in-person interaction was sorely missed.

FEBRUARY

Mansfield Orthopaedics's management tool, Force Therapeutics, received high praise from the patients who've used it. Force uses digital and video content to connect with patients going

through orthopedic surgery to educate, prepare, monitor, and follow patient recovery. Here are two comments from happy patients who used the Force Therapeutics digital and video content tool: "Having Force was like having my own care person available any time I felt I wasn't making progress." Michael C., "This works so much better than calling the office and having to wait for someone to return your call." Caroline P.



Training on the ARM is ER Physician Liam Gannon, MD.

Copley acquired two new Automated Resuscitation Devices (ARM) - these are mechanical CPR devices that can be used to resuscitate someone safely, quickly and without the worry of potential exposure to Covid.

MARCH

Copley rolls out the EASE application at the height of the pandemic, enabling status updates and communication from our physicians and caregivers to patient's families and friends who were not able to be by their side.



Jeanmarie Prunty, MD

Copley welcomes Jeanmarie Prunty, MD, who will be providing neurological care within our Multi-Specialty Clinic.



Vaccination clinics at the VFW.

March 31st marked the start of the Covid vaccination clinics at the VFW in Morrisville. More than 1,000 people per week were provided with the Moderna vaccine.

APRIL



Dr. Mark Levine, Marcel Leahy, Jenn Holton Clapp, RN, Donald Dupuis, MD and US Senator Patrick Leahy at the VFW.

On April 8th, U.S. Senator Patrick Leahy made a special visit to Copley accompanied by his wife, Marcel, and Vermont's Health Commissioner, Dr. Mark Levine. Senator Leahy visited the vaccine clinic, took a tour of Copley Hospital, and held a press conference to personally thank the staff and announce \$32 million in federal aid for the vaccination efforts against Covid.

Under the direction of Lori Profota, DNP, Copley's Chief Nursing Officer, a new Clinical Resource Pool was established. The pool will allow for flexible staffing and deployment of trained clinical support staff to high demand areas when and where they are needed.

MAY

Copley's Nursing Assistant Training Program gained final approval by

the State of Vermont, Division of Licensing and Protection on May 7. The first cohort of students entered the program during the first week of May and will complete their work by July 1. This program prepares students to successfully pass the Certified Nursing Assistant (CNA) exam and after that we hope they will choose to remain at Copley or work with one of our community partners.



Michael Brigati, RN; Avril Cochran, Dale Porter, RN; Wayne Stockbridge; Leila Cross and Joe Woodin.



Wayne Stockbridge, Avril Cochran, Deb Dewey, Jill LaRock and Joe Woodin.

Copley celebrated Hospital Week between May 17–21. The week was devoted to thanking our health care workers and highlighting milestone anniversaries: ER’s Dale Porter, RN and Leila Cross in Laboratory Services celebrated 45 years of service this year, and celebrating 40 years of service is Rehabilitation’s Deb Dewey.

Twins were born at Copley Hospital. The first born was a baby girl who arrived on 5/18, the second was a baby boy who arrived on 5/19 – their parents will have fun celebrating their birthdays on different days!

Nurse union negotiations ended successfully with a ratified contract through 2024.

JUNE

Alden Launer, Copley’s longtime chaplain of 20 years retired. A large group gathered to express their gratitude to Chaplain Alden as he looks forward to his next chapter in life. He will be greatly missed by staff, patients and our community.



Joan Fox, CRNA and Environmental Services Lisa Shedd.

Food Truck Frenzy hit Copley’s campus in June and continued through the first week of October. Copley staff and our community partners on the hill enjoyed their outdoor lunch breaks from local food truck vendors like The Runaway Tomato, Green Mountain Grill Billies, My Favorite Things, Papa Gyros and Lake Champlain Chocolates and Ice Cream.



Joe Woodin presenting Lauren Darling from the VFW with a picture of thanks.

On June 10, Copley administered its last Covid-19 vaccination as the doors closed on our community vaccination clinics. In total, nearly 15,000 vaccinations were distributed to our community members. Following the clinic, a picnic hosted by the VFW was held to thank the many individuals who made the community clinics possible, including Lamoille Home Health & Hospice, Tamarack Family Medicine, Northern Counties

Health Care, Lamoille Health Partners, Lamoille County Mental Health Services and the Medical Reserve Corp. Our deepest thanks to the Morrisville VFW whose generosity extended well beyond helping with parking, signage and traffic control.

JULY



Lady Liberty Jodie Legacy, RN, with Board Chair Kathy Demars, and Joe Woodin.

Copley’s 4th of July Parade float was decked with bells and patriotic flags. In addition to the float, Copley’s CEO, Joe Woodin served as Grand Marshal. Copley handed out candy and drinks to an enthusiastic crowd throughout the parade route.

We filled the field for our 34th annual Golf Scramble. Eighty golfers enjoyed 18 holes of play on July 10 at the Copley Country Club. The event raised more than \$25,500 for the MRI project. Thanks to all of our donors and sponsors and to Mother Nature who helped to make this a spectacular day!



Trustees Deborah Pomeroy, Nancy Banks, Kathy Demars, Carl Szlachetka and Dan Noyes with Joe Woodin.

A Groundbreaking Ceremony was held on July 21st for our new MRI Suite. It was a momentous day with speeches

YEAR IN REVIEW /

from CEO Joe Woodin and Orthopedic Surgeon, John Macy, MD who spoke about the positive impact new, state-of-the-art MRI technology will have, as well as its convenient location.

AUGUST



Volunteer Betty Busch with WCAX's Joe Carroll.

Volunteer Betty Busch was featured on WCAX's Super Seniors program. Betty is a tireless volunteer and we love to see her (always) smiling face in our hall.

Avril Cochran gratefully and excitedly accepted her new role as Chaplain. Avril was a perfect fit for the position given her long career in nursing and patient care services. Avril also served in the ministry at several churches and is the pastor at Irasburg United Church.

Copley's LNA program launched.

SEPTEMBER

More twins were born at Copley Hospital and, once again, both babies (2 boys) were born on different days. Baby boy number one was born on 9/6 and baby boy number two on 9/7. What are the odds of that happening once not to mention twice in the same year?

COPLEY ASSUMES FULL OWNERSHIP, OPERATION OF COPLEY WOODLANDS



Site Manager Penny Davis with resident and Past President of the Woodlands Home Owners Association Margery Adams.

Copley Woodlands, our Stowe-based independent living retirement community, transitioned to full ownership by Copley Health Systems, Inc (CHSI). Prior to the transfer, the now 23-year old facility was co-managed through a partnership between CHSI and University of Vermont Medical Center. According to both organizations, the transfer of ownership, which had been in the works for several years, went seamlessly.

Margery Adams, who not only lives at the Woodlands but also serves on the Copley Woodlands Board, described the new arrangement as "perfect." "I believe I can speak for just about everyone here that we couldn't be more pleased with the outcome," she said.

"The Woodlands is a very special place located in a very special town, and on so many levels, it truly is a gem. Under CHSI's continued ownership and consolidation, I believe this gem will shine even more brightly."

Copley's CEO, Joe Woodin, never doubted for a minute that CWI belonged under the Copley umbrella. "I felt strongly from day one that Copley Woodlands would be best managed and the residents best served by a local organization that understands its unique make up and character," he said. "The Woodlands is one of Vermont's finest independent living facilities, in large part because of how it's been managed since its inception and we intend to keep it that way."

COPLEY IS PLEASED TO HAVE HIRED NEW MEMBERS OF THE TEAM THIS YEAR AND WELCOME THEM TO OUR FAMILY:

Samantha Allaire, MSN, RN, *Nursing Education*

Ella Barry, *Practice Coordinator*

Melissa Fortuno, LMSW, *Patient Family Services*

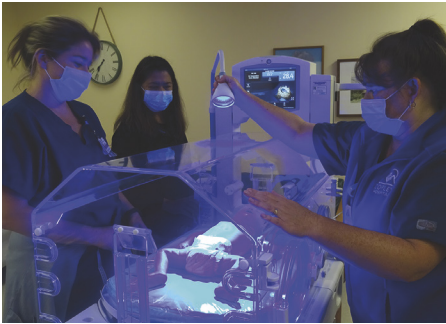
Curtis Kerbs, *Chief Information Officer*

Christine Kiely Granstaff, RN, *ED Nurse Manager*

Trish Rick, *VP Development, Marketing & Community Relations*

Andrew Sears, *Director of Information Technology*

J.T. Vize IV, *Human Resources Recruiter*



Birthing Center Nurses Sarah Chouinard and Tracey Nykiel receiving training.

The Birthing Center obtained a Giraffe Incubator Care Station to use when a late preterm newborn requires a neutral thermal environment to maintain their temperature while utilizing the least amount of glucose and energy.

The Copley Hospital Board of Trustees formally adopted Copley's 2021 Community Health Needs Assessment on September 27.

OCTOBER

Change came to Copley in the form of an electronic health system refresh. The system upgrade, with lots of improvements, will enhance our patients' overall experience and improve the quality of care we are able to provide. While there is a lot of follow up work to be done, everyone including staff and patients sailed through the transition smoothly and efficiently. The Go Live date was October 1.



Halfway there! Travis, Katie, Jodie, Shannon and Mike.

The first annual Gravel Grinder fundraiser was held on October 16th. The event catered to experts and novices alike with a 24-mile bike course through beautiful back roads of Elmore

and Morrisville where the foliage was just at peak. Our family and novice trail ran 10 miles along the Rail Trail. A great time was had by all participants!

NOVEMBER

A second systems upgrade, this time a full implementation of a new emergency department electronic healthy system, went live on November 2. Our systems are now integrated and we can share information between departments more easily.



Garden and groundskeeper Charity at the Lewis Blowers family statue.

Our beloved Blower's Statute, donated by Copley's Medical Staff, was appropriately relocated to Copley's greenspace (aka pocket park) so that it could be enjoyed more frequently as the park has become a popular meeting place.



Artwork that brightens our halls.

Copley's halls have undergone a beautification transformation with the placement of beautiful works of art. The project is continuing around the hospital and at our ancillary sites with the goal of filling all our sites with lovely pieces for patients and staff to enjoy.

DECEMBER



Misty and handler Ruthanne.

Misty, our furry, loving therapy dog and her handler, Ruthanne Rust, reached an amazing milestone achieving 500 volunteer hours of service. The Copley family extends its congratulations and gratitude. Since 2012, Misty has been making her rounds at Copley, visiting patients on our Med Surge Unit, the Emergency Department and Infusion.



Our Pharmacy team; Julie, Meg Tina, Tyler Kim, Eric and Tom.

Construction was completed on a new Buffer Room for Hazardous Drug (HD) compounding in our satellite pharmacy located in the Infusion Center. The HD compounding area was updated in 2017 to meet new regulations. In the short time since this upgrade, patient volumes and numbers of IV therapies have grown. Chemotherapy medication preparation alone has increased 65% in the last 5 years. The new, larger buffer room will provide a second compounding station and allows for additional growth and expansion of services in the future.

2021 STATISTICS /

For much of FY2021, we experienced a return to some level of ‘normalcy’ here at Copley. As Covid-19 vaccines became more readily available for the adult population, our patients began to return for various treatments and procedures. Some returned in order to have surgeries that were put off during 2020, while others returned to have routine procedures such as mammograms and colonoscopies. Our Emergency Room visits increased as patients felt more and more comfortable being seen and our rehabilitation and radiology services also saw an uptick in visitors. Neurology Services also returned to Copley and quickly ramped up, as did appointments at our orthopedic practice.

Copley was very fortunate to have experienced this high rate of patient return, which impacted our revenue stream positively. We welcomed our patients back with an abundance of safety precautions and a great deal of enthusiasm. Our increase in patient

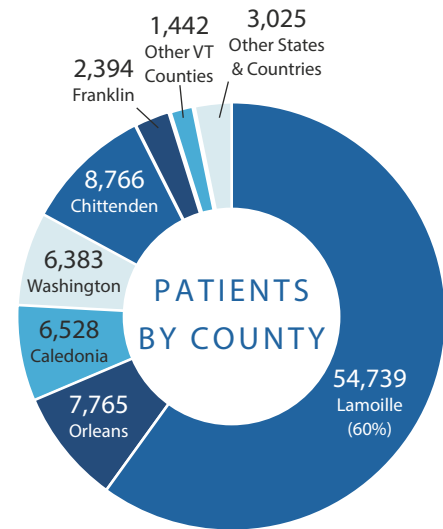
volumes helped to stabilize our operating revenue allowing Copley to achieve a positive margin by the end of FY2021.

Copley was not immune to the staffing shortages affecting hospitals across the country, and especially impacted was our nursing staff. We have been able to compensate these shortages by increasing the number of nurse travelers to fill in some of the gaps. Copley has also been innovative in its thinking outside the box to attract and retain staff members at all levels of the organization.

PATIENTS BY TOP 20 ZIP CODES

	Inpatient	Outpatient	Total
Morrisville	304	16,236	16,540
Stowe	153	9,561	9,714
Hyde Park (North)*	149	7,784	7,933
Johnson	140	7,270	7,410
Hardwick (East)*	153	5,768	5,921
Wolcott	62	4,643	4,705
Eden (Mills)*	69	2,974	3,043
Jeffersonville	80	2,797	2,877
Craftsbury (Common)*	56	2,578	2,634
Waterbury (Center)*	15	1,880	1,895
Burlington (South)*	65	1,781	1,846
Montpelier (East, North)*	26	1,270	1,296
Waterville	19	1,249	1,268
Greensboro (Bend)*	48	1,188	1,236
Essex (Junction)*	43	1,105	1,148
Cambridge	19	897	916
Lowell	23	876	899
Barre (East, South)*	25	747	772
Lake Elmore	13	643	656
Belvidere Center	11	525	536
Other VT Towns (179)	413	14,359	14,772
Out of State (47)	54	2,845	2,899
Other Country (20)	-	126	126
Total	1,940	89,102	91,042

* - denotes combined similar zip codes



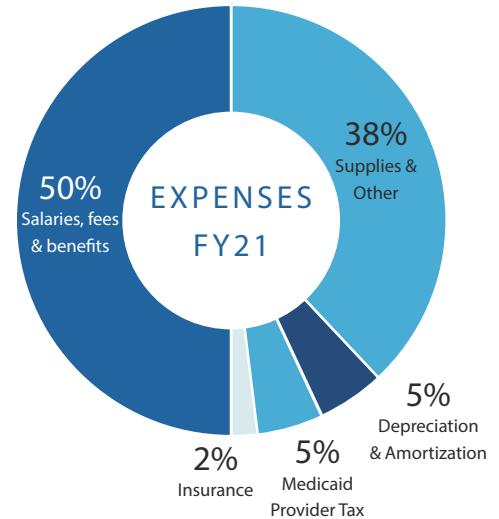
201,308 Pounds of Laundry	26,405 Radiology Services
6,184 Volunteer Hours	3,757 Surgical Visits
155 Births	352,389 Lab Procedures
14,483 Rehab Therapy Hrs	10,404 ER Visits
1,803 Patient Admissions	5,632 Patient Days of Care

REVENUE & EXPENSES

REVENUE	FY2021*	FY2020
Total Gross Revenue	\$145,577,121	\$123,202,290
Less: Charges Not Paid by Payers	(\$62,359,835)	(\$50,216,726)
Less: Bad Debt	(\$2,083,717)	(\$2,949,725)
Less: Charity Care	(\$862,902)	(\$923,759)
Plus: Other Operating Revenue	\$12,893,628	\$1,950,704
Total Op Rev	\$93,164,295	\$71,062,784

EXPENSES

Salaries & Benefits	\$44,285,037	\$43,559,156
Supplies & Other	\$33,839,939	\$22,325,361
Depreciation & Amortization	\$4,279,650	\$2,789,867
Medicaid Provider Tax	\$4,101,251	\$3,985,329
Insurance	\$1,598,440	\$1,033,833
Interest	\$84,094	\$126,029
Total Expenses	\$88,188,411	\$73,819,575
Operating Income	\$4,975,884	(\$2,756,792)
Non-Operating Revenue	\$5,069,869	\$448,038
Net Income	\$10,045,753	(\$2,308,754)

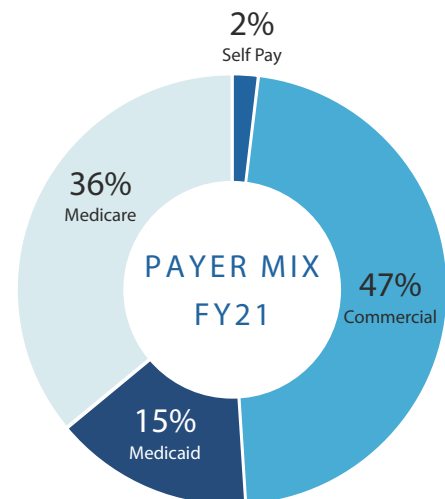


BALANCE SHEET

ASSETS	FY2021*	FY2020
Op Cash & Cash Equivalents	\$28,746,978	\$33,613,094
Patient Accounts Receivable, Net	\$11,064,834	\$5,463,731
Inventories	\$2,591,156	\$2,484,173
Prepaid Expenses	\$2,593,237	\$1,862,386
Assest Limited to Use	\$145,744	\$5,266,650
Net Capital Assets	\$28,884,098	\$25,145,467
Donor Restricted Assets	\$5,760,289	\$5,000,707
Deferred Compensation	\$3,766,248	\$2,896,587
Total Assests	\$83,552,585	\$81,994,926

LIABILITIES

Accounts Pay & Accrued Expenses	\$8,598,580	\$5,445,295
Accrued Payroll & Related Expense	\$5,866,412	\$4,586,008
Estimated Third-Party	\$2,262,545	\$1,790,000
Defered Compensation	\$3,766,248	\$2,896,587
Long Term Debt	\$7,183,730	\$12,492,007
Restricted Net Assets	\$5,760,289	\$5,000,707
Unrestricted Net Assets	\$40,729,853	\$30,684,105
Covid-19 - Advances	\$9,384,928	\$13,237,912
Total Liabilites & Net Assets	\$83,552,585	\$81,994,926



*NOTE: Due to the Covid-19 pandemic, there is a delay in our audit and the 2021 financial results represented here is an unaudited statement.

Our Sincere Gratitude

Copley's number one priority is caring for the people in our communities and we could not do it without the support and generosity from our donors, friends and volunteers.

It is with sincere appreciation that we acknowledge our donors for their gifts and pledges of \$100 or more

received between October 1, 2020 and September 30, 2021. We are also grateful to all of our donors who wish to remain anonymous. If we omitted or misspelled your name, please accept our apology and contact us at 802.888.8301 to let us know so we may update our records.

FOUNDERS SOCIETY \$50,000 and Greater

Anonymous
Copley Hospital Auxiliary
Hawk Rock Foundation
Union Bank

John Macy, M.D.
Frances McCune and Robert Burley
Bunny and Peter Merrill
New England Air Systems, LLC
Stony Point Foundation
Susan and Bob Titterton
Vermont Radiologists

Thomas Carty
Allison Christie, MD
John and Melanie Clarke
Coca-Cola Northeast
Avril and Nathan Cochran
Concept2
Bill and Ginger Cotten
Denise Burt Cushwa
Steven and Kathy Demars
C. Patten and Christina
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HOWARD MANOSH

They Saved My Life

The importance of Copley Hospital came into focus for Howard Manosh on the night he crashed his Harley Davidson. Hit head-on by a drunk driver, Howard credits the hospital and ambulance crew with the ultimate success. “They saved my life,” he recalls.

Howard is no stranger to success. He worked relentlessly forging businesses over a career that spanned more than fifty years and continues to today. In the late 1950s, he purchased a backhoe. Where others may have seen it as a piece of equipment, Howard saw it as a business. Putting in many hours, including evenings and weekends with the backhoe after his regular shifts at the lumber mill, he founded Manosh Excavation in 1959.

Expanded well-drilling was another business that Howard saw a need for in the mid-1960s. The problem was he lacked the equipment to meet the demand. However, the Ingersoll Rand company, he knew, had a driller sitting unused. He approached the company about purchasing the machine, but “they said it was going to cost, I think it was, \$92,000. Well, I didn’t have 92 dollars.” That might have been the end of it, but again, Howard persisted. Eventually he struck a business deal that if he could sell 10 well contracts, Ingersoll Rand would finance the equipment purchase. Accustomed to hard work and long hours, Howard

reached out to the community to find contracts. “It was difficult,” he recalls of the process. “But I had the reputation of doing what I said I was going to do.” In the end, he says with his usual modesty that the endeavor “worked out all right”—and by “all right,” he means creating a business that continues to help local people access clean water. We should all hope to do “all right.”

As much as Howard knows about business, at heart, he is a community man. Success isn’t just what you can do for yourself, Howard explains. While he and Sonny Demars developed all the land north of Harrel Street, he has also helped others launch small businesses of their own, like Country Home Center. In the mid-1970s, two local people came to Howard asking for his help to start a hardware and building supply store. He agreed, and the Country Home Center was born. When the original owners decided to step away from the business, Howard stepped in to keep it going even as he was winding down his other business ventures.

At the time a commercial tenant, HearthStone had all but decided to move their base of operations to Milton, VT when Howard offered them a way to purchase the building he had leased to them. For him, it wasn’t just a business deal; it was a way to ensure that jobs stayed in the community. “The nucleus of our economy is small businesses,” he says. In his list of accomplishments, providing good jobs for local people is a point of pride.

More than simply philanthropic, Howard has used his vision of community to inform his later work. In 2017, Hyde Park needed a place to house their elementary school while a new school was built. Howard opened up the former Plaza Hotel as a makeshift school, retrofitting the space as classrooms. Two years later, when the area had no shelter for the homeless, Howard again opened the Plaza Hotel to those in need. “The town has been good to us,” Howard said at the time. “We’re glad to be of some kind of assistance.”

When it comes to the Hospital, Manosh and Copley go way back. In addition to the recovery from his motorcycle accident, all of his children were born here. Copley Hospital is a part of his vision: a high-quality local hospital is an “absolute necessity” for our community, he explains. Generously supporting Copley Hospital since 1976, Howard has helped to build the birthing center, the art gallery, and is currently involved with the latest initiative, acquiring state-of-the-art breast biopsy technology. Despite all his modesty, Howard Manosh admits that Morrisville would look very different without him. So would Copley Hospital. ■



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JILL LINDENMEYR

A Commitment to Community - Wherever That May Be

Jill Lindenmeyr has been around. She's lived in Hawaii, California, Pennsylvania - even studied art in Italy. Those who knew her back then might not have expected her to settle quietly into life in a small country town. But then again, maybe they would. When she agreed to be interviewed for this story, Jill was tired. Long past the age when most people move into retirement, Jill was just finishing a rigorous workday in Stowe supervising young children, a job she loves and has done for nearly 40 years. "It's tiring," she said, "but it's a way for me to support my community."

Serving and supporting her community is nothing new to Jill. Whether it's relocating to Berkeley, California to care for a sibling's children; working with the Elmore Community Trust to preserve the Elmore Store; serving on the Elmore Select Board; serving as a Justice of the Peace; serving on the United Way

of Lamoille County and River Arts Boards, teaching art and music or helping with lunches at the Elmore school; Jill has always looked for ways to quietly help the people around her, and the communities in which she lives.

"We moved here from Buck's County in 1976," she said, "after seeing the impact of suburban sprawl on the rural landscape. Beautiful Pennsylvania farm land was being subdivided and developed into cookie-cutter suburbs, and as the school system in Buck's County expanded into larger schools serving multiple suburban communities, I just knew it was time to go. That was not the life I wanted for my family. It was also a wakeup call that got me interested in environmental stewardship." To address that new awakening, she soon began serving on the Lamoille County Planning Commission in order to prevent that kind of sprawl from happening in Vermont. She would spend the next 35 years on the Commission, serving as chair, vice chair, and secretary.

Supporting her communities and helping others runs deep in Jill's veins, and Copley Hospital is no exception. When the hospital was at the beginning stages of creating "Copley's Art Gallery," Jill was helpful in getting the project off the ground. She served on the Art Gallery Advisory Committee for many years and decades later, Copley's Art Gallery still stands strong.

"Copley," she said, "is such an important and vital part of this whole community," (where Jill has been a long-time supporter of Copley's programs and capital initiatives.) "Babies begin their lives here; families are provided with outstanding medical care; people find meaningful jobs and careers that help them remain in this community and raise their families here; and elders find loving and compassionate end of life care. When my son was 12, he developed a rare and dangerous immune-deficiency. Though treatments for this condition often took us far from home, Copley put my son at the center of care. He received a monthly infusion at Copley, and the staff always took the time to check in with him about his response to treatments. They listened to him and understood that he knew his body better than anyone else. It's an amazing institution, and it's done so much for this community." ■



Lifting spirits. Mark, Amanda, Jill, Tyler and Mike with snowflakes and cards.

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