



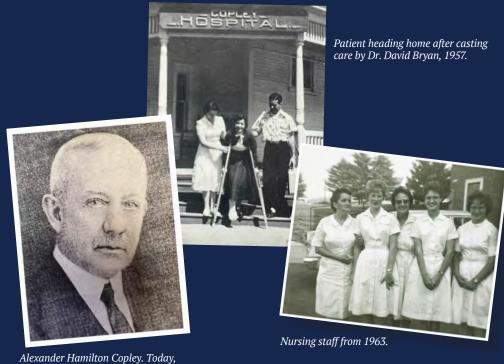
ANNUAL REPORT 2022

Talk of a hospital to serve Morristown and its surrounding communities began in the autumn of 1908. On November 4 of that year, the News & Citizen reported that a fund of \$250 had been started, and by December 2, the Lamoille County General Hospital Association had been formed. But the interest and good intentions of these forward-thinking citizens were premature.

The topic was raised again in 1916, when the Honorable C.F. Smith offered to sell his home at a reduced cost, and add \$1,000 to an endowment fund, should the town decide to move forward with establishing a hospital in Morristown. Other meetings and conversations were held in 1919, 1924, and 1929: but it wasn't until the winter of 1930 that the idea finally gained some traction, and it was thanks to the generosity of Alexander Hamilton Copley that Copley Hospital was able to open its doors in September of 1932.

In the early years, the hospital operated on a shoestring. If patients couldn't pay for their care, they were allowed to settle their bills with garden produce. There were frequent drives to provide the hospital with canned goods and fresh fruits and vegetables. The Village of Morrisville provided free water and electricity to the hospital until 1964. Today, the Alexander Hamilton Copley Trust Fund, an endowment Mr. Copley left to Morristown, continues to benefit its residents and the hospital that bears his name.

Our rich and evolving history not only demonstrates progress over our 90 years but the incredible impact Copley Hospital has had in our community, county and well beyond.



1932

Lucy Bean, 95, registered as the first patient having a fractured hip.

thanks to the Auxiliary, a portrait of Mr. Copley hangs at Copley Hospital.

James King was the first baby born on November 6.

1933

181 people in Johnson contribute two tons of food.

1028

Two days a week have been set aside for Tonsil Clinic Days.

1943

Help is needed, or the hospital will be forced to suspend its work for caring for the sick and injured, due to lack of attendants.

19/18

Mr. Alexander Copley passes away at 91.

Copley Hospital admitted 10,000th patient.

1951

Hospital installs twenty coin-operated pillow radios for pleasure of patients.

1952

9,488 surgeries have been performed since opening in 1932.

1958

Opening and dedication of the New Copley Hospital on Washington Highway.

1960

Roberta Carey, Copley Hospital X-ray Technician, has been walking on air, with the arrival of two new x-ray machines.

1966

As a tribute to Mr. Copley, the Auxiliary is sponsoring a drive to defray the expense of a suitable oil portrait of him to be hung in the hospital.

Trustees consider plans for expansion to 65 beds.

1962

Health Center Building is erected.

1060

Older part of hospital undergoes renovation.

1973

Copley has 58 beds and 8 bassinets. Operating budget is \$1,250,000 with nearly 100 staff.

1976

Hospital announces \$1.5 million expansion plan.

Statistics through the years

Cost of a private room per night (1951) = \$ 9.50 Cost of a private room per night (1960) = \$ 22.00 Cost of a private room per night (1973) = \$ 51.00 Cost of a private room per night (2022) = \$1,365.00

Total hospital income 1948 = \$ 68,793 Total hospital income 1963 = \$ 281,000 Total hospital income 2021 = \$93,164,295

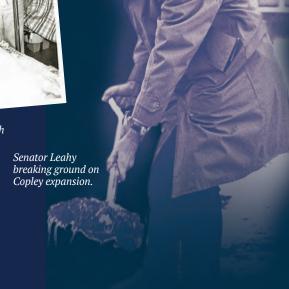
1932-33: 277 patients treated 1946: 787 patients treated 2021: 91,042 patients treated



Dr. Lewis Blowers with Ethel White, RN.



Gloria Wing, RN with patient, 1984.



1977

Howard Manosh pledges \$25,000 stating, "If you're going to support any community project, it should be the project that will do the most good for the most people."

1978

Senator Patrick Leahy takes part in Copley's \$3.2 million expansion ground breaking.

1981

Hospital announces same day surgery will be available soon.

Cancer Therapy now available at Copley.

1982

Copley welcomes first woman administrator; Carolyn C. Roberts.

Senator Robert Stafford attends ground breaking for Copley Terrace.

1988

Copley's new Rehab & PT Center opens.

1997

Copley celebrates community health with a health & safety fair.

Copley nurses unionize.

Copley buys nursing home for \$900,000; Copley Manor will be on campus across from the Health Center Building.

2001

Copley rolls out Chaplaincy Program; hires Chaplain Alden Launer.

2004

Copley announces plan to acquire Mansfield Orthopaedics.

2009

Copley breaks ground on \$1.9 million utility plant.

2011

Renovations allow re-opening of third operating room.

Cardiology and Urology become Copley owned practices.

2012

Copley receives \$1.2 million donation for ER renovation; Robert S. Barrows Emergency Department.

2014

Copley rated among top 50 hospitals in New England by patients.

2017

\$3.2 million raised for the new James and Mary Louise Carpenter Surgical Center.

2018

First total ankle replacement performed by Bryan Monier, MD.

2019

Copley is first hospital in New England to utilize robotic assist with orthopedic procedures.

2020

Podiatry Services available at Copley.

Copley acquires COVID PCR Testing Analyzer to offer same day COVID testing.

2021

Copley Hospital offers Neurology services.

Groundbreaking for new MRI.

2022

Copley Hospital and CCV roll out Healthcare Career Pathways Program.

Copley receives \$1 million gift to set up Scholarship Fund.

\$45,000 raised for women's health through Stowe Art, Wine & Food event.



To the Copley Hospital Community

It is my privilege and pleasure to serve as Chair of the Copley Hospital Board of Trustees. We have much to be proud of - and thankful for - this year, thanks to the contributions of so many talented and caring individuals. I hope you will take a few moments to read all about them in this year's annual report.

We celebrated our 90th anniversary of service to the people of Lamoille County and beyond this year, an accomplishment in itself when you consider the numerous challenges that have faced small hospitals and healthcare facilities over the past decade. But we are not only still here - we are thriving and growing and expanding. One has only to look

at our new MRI facility, the recent addition of a CSR room to serve our growing surgical practices, the planned construction of a new satellite building in Waterbury, and so much more.

What this growth speaks to, primarily, is our commitment to

providing the communities we serve with access to high quality health care. But it also speaks to a growing recognition throughout the region of our outstanding practitioners, convenient

locations, and compassionate care. We consistently receive high marks in all of these areas.

I am happy to report that your hospital is ending its fiscal year in good financial shape thanks in large part to the role all of us play in managing expenses and containing costs. While financial sustainability is always the goal, the past few years have been especially challenging given the recent pandemic and the ongoing staffing shortages affecting nearly every business and industry sector in the state. But even in that area, we are doing better than many of our peers thanks to some unique in-house recruiting and staff advancement programs.



Copley's Annual Board Strategic Planning Retreat included Copley Trustees, community partner organizations, independent Vermont hospital leaders, Copley senior leaders and medical staff.

As the largest provider of healthcare services in Lamoille County, we are also proud of our longstanding partnerships with other healthcare entities in our region, including Lamoille Health Partners, Lamoille County Mental Health Services, Lamoille Home Health & Hospice, The Manor, Tamarack Family Medicine and many more. Part of the reason so many people are choosing to move



to our area - to raise their families, build their careers, or enjoy retirement - is because of the outstanding medical care and related opportunities that are available here.

For a small county in north central Vermont, we have much to be proud of and grateful for.

Another focus over the past year and one that will continue into the current year - is our commitment to improving and

making the best use of our physical plant. As many of you know, it's been a little like musical chairs this year as we've consolidated service areas, created new space for existing practices, and expanded several practice areas. In tandem with these efforts have been upgrades to our IT infrastructure and a number of new equipment purchases. But in the end, it is not our new buildings, not

our convenient locations, not even

our shiny new equipment that brings

talented and dedicated team of doctors,

people here for healthcare. It is our

nurses, technologists, therapists,

And all of that is thanks to the many of you who donate your time and money every year to this outstanding organization. You are the reason we are beginning our 91st year of service in sound financial shape; and you are the reason we will be here for another 90 years.





David Silverman Chair. Morrisville Nancy Banks Vice Chair, Morrisville Deborah Pomeroy Secretary, Jeffersonville Carl Szlachetka Treasurer. Hvde Park Joseph Woodin President & CEO, Morrisville Nan Carle Beauregard Morrisville Henry Binder, MD Stowe & New Haven, CT Robert Bleimeister Stowe Stowe

Anne Watson Bongiorno, RN

Diane Cote Elmore

Kathy Demars, RN Morrisville

Mike Feulner Morrisville Walter Frame

Stowe Alden Launer

J. Marty Linseisen, MD Shelburne

Dan Noyes Wolcott

Greensboro

Cameron C. Page Stowe

Kristen Sharpless Stowe

Pamela Stanyon Morrisville

Christopher Towne Morrisville.





Greetings from Copley Hospital

'Looking Through a Different Lens'

Every December I look forward to taking a few moments to reflect on our accomplishments over the past year. But this year, as in years past, it didn't take long before my head was literally spinning. How can I possibly put into a few words the achievements, sacrifices, initiatives, community engagement, and everything else that goes on here, day after day, week after week, month after month? Pretty soon it just sounds like a broken record.

Because you've heard all these words before. Because for as long as I've been here, and decades before that, Copley has been an intricate, almost interwoven, part of this community, this town, this county, and this entire

part of the state. After awhile, as wonderful as it all sounds, it all begins to sound the same.

So, this year I want to look back through a different lens. Elsewhere in this annual report you can read about some of the new equipment

we've purchased, or the facilities we've upgraded, or the new staff we've brought on board. And I may touch on a few of them throughout this letter. But for now I want to start by sharing how thankful I am to live and work among such a unique and amazing group of people. And not just Copley people - but everyone associated with Copley, from the patients who choose to come here for healthcare to the many benefactors who've shared their assets and expertise over the years to ensure there is - and will always be - a high quality hospital in Morrisville, Vermont.

I think of people like Miles and Patrice Mushlin, whose endowed scholarship will help community members enter



Surgical Services nurses Ashley, Jodie, Angela, Lisa and Melissa.

the nursing field and existing staff members advance in their careers. Or the hundreds of people who donated time and money - over \$1.1 million - to help us build a new MRI Suite. Then there's our many volunteers who guide visitors, sit with patients, assist our support staff, and even maintain our grounds - unpaid and too often unthanked. But they do it because they care about Copley. Some of them were patients here themselves at one time, and now they want to give something back. I think about all those who play in our golf scramble, participate in our Gravel Grinder, or who support our fundraisers to help us purchase much



members who lend their expertise and time, or who get involved with initiatives like LACiNg up for Cancer or Jenna's Promise. Copley wouldn't be what or where it is without the care and support of every one of these people.

INFORMATION

Long-time volunteer Barbie Koier welcomes and assists patients, visitors and vendors to the hospital.

Then I have only to walk these halls to be overwhelmed by our caring and compassionate employees - our team. Some have worked at Copley their entire working lives. Just this year we recognized people with up to 46 years of service (Leila Cross). You don't stay at a place that long unless you care AND feel cared about. I think about Karen Cavender, who traveled to Ghana recently to assist in performing free surgeries for people who could not otherwise afford them.

or Dr. Don Dupuis who welcomed a Ukrainian family into his home. I also think about Dr. Liam Gannon who travels to Kenya to provide medical care and equipment to villagers there. Everywhere I look, I see Copley staff engaged with the community, here and

abroad. But come Monday morning, there they are at their desks, work stations, or in the operating room, smiles on their faces, ready to serve.

As you'll see in the pages of this report, Copley Hospital is doing well. We're expanding our facilities to accommodate an increasing demand for services - especially in the

area of orthopedics and surgery. We continue to attract outstanding medical professionals who choose to live and work in this very special part of Vermont. We continue to earn 5-star ratings, not only from the auditors and organizations who rate healthcare facilities, but from our patients, who continually earn us the highest rankings in the state. And there's a simple reason for all of it: You.

As I sit and reflect on the past year, yes, of course, I am mindful of every single thing we have accomplished and I am aware of the many great things on our horizon. But for now, I am simply grateful to reflect on what a privilege it is to serve as your CEO. But what makes it such a privilege - what makes it so satisfying - is working alongside the people who've chosen to partner with Copley Hospital. Together WE all are Team Copley. And together, we will continue to do the good work entrusted to us.

Thank you for your ongoing guidance and support.



Joseph Woodin President and CEO

Senior Leaders

Joseph Woodin President & CEO

Jennifer Holton-Clapp RN, MS CPHQ Director Quality, Risk & Informatics

Donald Dupuis, MD Chief Medical Officer

Jeff Hebert Chief Financial Officer

Curtis Kerbs Chief Information Officer and VP Information Technology

Jill LaRock, PT
Executive Director
of Clinical Ancillary Services

Lori Profota, DNP, RN, NE-BC Chief Nursing Officer

Trish Rick

VP Development and Marketing

Wayne Stockbridge

Chief Administration

and Human Resources Officer



Karen Cavender is on a mission. She has dedicated her entire professional life to caring for others and using her skills to bring healing to people in need. This past year, those "people in need" just happened to be in Ghana, Africa.

Dr. Donald Dupuis and his wife, Liza, were moved by the exodus of mothers and children fleeing from the Russian invasion and wanted to do something to help. The plan they came up with was to invite a refugee family from Ukraine to come and live with them.

The halls of Copley Hospital are filled with stories and examples of people "giving back" to their communities and to those in need. And while we can't share all of those stories in a single annual report, we would like to share these two.



Karen, pictured with her Surgical team.

"Thirty years ago," Cavender said,
"I had the good fortune to go on
a few medical mission trips to
Guatemala, where we worked with
children who had been born with cleft
palates. Those trips made a big
impression on me and I always wanted
to do something like that again."

Karen got her wish just this past year. Operation Walk, a volunteer medical services organization located in Syracuse, NY was sending a team



of surgeons to Africa to perform orthopedic surgeries - mostly hip replacements - on people in their 20s and 30s who had lost the ability to walk due to complications related to sickle cell anemia. What was so striking to her was that she would be performing a surgery that, while common here at Copley, would change the entire trajectory of their young lives, allowing them to work and live a normal life. Karen and her team performed 122 total joint replacements on 102 patients over five 16-hour days.

"It was a life-changing experience for these people," Karen said, "and it was life-changing for me as well. I returned very tired, but feeling very present and alive. My entire Peri-op team here at Copley also got involved, saving supplies, contributing to the mission, and encouraging my desire to help others."

"Our story started last winter, when Russia invaded Ukraine," said Dr. Donald Dupuis. "Women and children were fleeing the country, en masse, for places like Poland, Bulgaria and Ireland. Initially, many refugees found their way to Mexico, and from there to Ukrainian churches in California. Liza contacted the clergy of those churches asking to help and they directed her to the United 4 Ukraine program, then newly started by the State Department which paired Ukrainian refugees with willing American host families."

"Liza and I thought the best way we could help was to give safe haven to a Ukrainian family," he continued. "And what place could be safer and feel more secure and far away from the war than northern Vermont. So, we invited a young family to live with us while their husband/father remained home to fight in the war. And now, just like that, they've become like

family. We feel extremely fortunate to be in a position where we can open our home to people who could use our help."



Putting others at the center are Donald and Liza Dupuis.

According to Dupuis, the reception their Ukrainian family has received here in Morrisville has been nothing short of amazing. "Artem, our little boy, is enrolled in kindergarten," he said, "and he's making all kinds of new friends while learning to speak English. Artem also has a musical side," Dupuis added. "At first, he was a little shy about leaving his mother's side. But one day he heard me playing my bass guitar, and he came running downstairs to listen. It turns out he had just started to learn the guitar in Ukraine before they had to leave. So, we got him his own little guitar, and he takes guitar lessons from a Ukrainian man living in Poland via Zoom."

Giving back is nothing new to Karen Cavender or to Donald and Liza Dupuis. And combined with all of the selfless and often anonymous acts of kindness offered and donated by countless Copley employees every day, it is no surprise that this small, critical access hospital enjoys the reputation it does. Whether it's a nurse checking in on an anxious patient after hours to offer a reassuring word; one of our many volunteers staying late to console a grieving family member; or one of our many donors helping to ensure our financial stability; the words 'Copley Hospital' are synonymous with the words

'Giving Back.'

Artem with his mom Evgenia.

Volunteerism. It's a big thing here at Copley, and it gives everyone a feeling of pride and sense of achievement. As one of the largest employers in Lamoille County, many Copley staff members take advantage of opportunities to help out in the communities where they live. We caught up with a few to find out what volunteering means to them.

Linda Clark Laboratory Phlebotomist



"Volunteering is a privilege and has always been a part of my life," said Linda Clark. "It's an opportunity to care for people in the community. Neighbors helping neighbors – and a great way to meet people as well." Linda has brought meals to people in need, whether they've become sick, suffered a loss, or been unable to get to the store. And she never gives it a second thought. Linda has volunteered at North Country Animal League, sometimes bringing a less-fortunate friend with her to experience the joy that helping animals can bring. Linda also holds regular flower arranging classes with residents of assisted living apartments. "There are so many places in our community to lend a hand," she says. "It does not have to be a big commitment. Find your passion and give a little of your time." Linda doesn't volunteer to receive accolades, in fact, her life philosophy is: "We are all part of one big family, and we have to take care of each other."

Eric Pilbin

Accounting Assistant

"While some outcomes are not what you want to see, I can honestly say my role as a volunteer firefighter is



rewarding," says Eric Pilbin. Eric has been volunteering for the Greensboro Fire Department for 22 years and currently serves as officer/lieutenant. "It's not just about responding to fire alarms and medical emergencies. While there are always risks involved, we are saving lives, sometimes the lives of beloved pets." Eric noted that whether the call is for a structure fire or a vehicle accident, he never really knows what the situation will be until he arrives. In addition to putting out fires and assisting at accident scenes, Eric also enjoys the educational aspect of his role. "As a local fire department, we visit schools and participate in community events, teaching kids and adults about fire prevention and safety." Whether he's on a call, training future firefighters, or maintaining the fire station and equipment, Eric says that "Firefighting is a sense of fulfillment, knowing I am helping others in my community."

Liz Fox, RNOutpatient Surgical Services



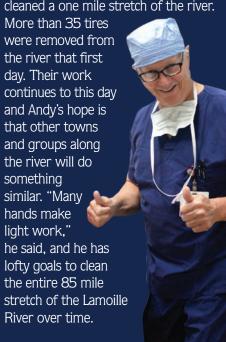
The youngest member of the Limoge family of Morrisville, Liz was born at Copley Hospital. For Liz, giving back is second nature. For more than 20 years, Liz has served as the music director for the Holy Name of Jesus Parish in

Morrisville. She has served on the Parish Council and continues to help organize and serve during funerals and lunches. Since its inception 19 years ago, Liz has volunteered in several capacities at the LACiNg Up for Cancer Walk, most recently as the event's photographer. Other community organizations Liz is involved with include Morristown Rescue, Morristown Community Band, and when she has time, she teaches CPR and EMT courses too. Why is volunteering important to her? Liz says, "It's the connection to my community that means so much to me - helping one another."

Andy Duff, RN

Outpatient Surgical Services

Since the late 1990s, a group of friends have gotten together to float down the Lamoille River every Cinco de Mayo. In recent years they began noticing large amounts of garbage - tires, water bottles, etc. – in the stretch of the river between Wolcott and Morrisville. Many of them were keenly aware that waste starting in rivers ultimately ends up in the ocean. So, Andy became motivated to do something about it. He wrote a grant and organized friends to clean a stretch of the Lamoille River. The Lamoille Solid Waste District gave \$500 for disposal of the collected garbage. Andy divided his friends into teams and, on the appointed day, each team cleaned a one mile stretch of the river.



January

Welcome Quincy Rose Eberts



Copley's first baby of 2022, born January 5 at 12:31pm. Congratulations to the proud parents Charlotte and Drew Eberts.

Reaching 500 - We started 2022 off on the right foot. Or maybe we should say on the right knee! On January 26, Mansfield Orthopaedics' Nicholas Antell, MD and Brian Aros, MD reached a pretty special milestone: they performed their 500th robotically assisted surgery using the CORI Surgical System. This milestone was reached during a total knee replacement. Copley upgraded to this next generation of robotic assistance - a platform that offers more precision and efficiency - at the end of 2020, and the results have been nothing short of fantastic. The procedure itself is far more accurate. the outcomes consistently so much better, and, for our patients, a much less intrusive experience.



Nicholas Antell, MD; Smith and Nephew rep. Willi and Brian Aros, MD with the CORI system.

Ready - Set - Go! - We were thrilled this month to flip the "on" switch to our new MRI machine, and grateful for the amazing support given to us by both our generous donors and the Copley community. So many people chipped in to help. As of December 28, we raised a total of \$1,113,737 - more than \$113,000 over our original goal.

February

\$1 Million Gift for Education



Patrice Mushlin giving scholarship recipient Vinetta Barnes a hug.

A Hartford couple, and long-time supporters, donated \$1 million to Copley which will be used to provide continuing education scholarships to employees wishing to enter or advance in a clinical practice career. The gift, which will be received in \$100,000 increments over ten years, will promote education and training opportunities in a number of clinical disciplines, including nursing, rehabilitation services, laboratory technology, radiology and more.

"A gift of this size will have a profound impact for decades to come not only on our hospital and staff, but also on our entire service area," said VP of Development and Marketing, Trish Rick. "A big part of why Copley is so special is because of people who care deeply about helping and supporting others. This gift will help improve the lives of the people who work here and the people who come here for medical care."

Same Day Joint Surgery a Step Closer for Many Patients

As treatment options for hip and knee replacements progress and more patients opt for these types of surgeries, Copley has developed an enhanced clinical recovery pathway for pre-op, intra-op and post-op patients that is designed to improve surgical outcomes and minimize the length of stay. According to Copley's Total Joint Work Group, understanding and applying the principles of the recovery pathway will help to transition a large majority of patients to outpatient surgery.

March

Grant from VCF for ED



ED's Dr. Gannon with Nate Beyer and Shoshanna Frieden.

As the collateral damage from the COVID pandemic kept its grip on the entire community, one group in particular suffered a great deal: children and adolescents, whose school and extracurricular schedules were upended and, in some cases, cancelled outright. Visits to the Emergency Department (ED) for psychiatric evaluation by patients between the ages of 12 and 20 increased noticeably, with many having to wait hours or even days for admission to an inpatient program or assessment from state agencies. These kids often just sit waiting with few visitors and little to do. but thanks to a \$2.500 grant from Vermont Community Foundation (VCF), Copley's ED was able to purchase activity kits for children and adolescents, including

two iPads, brain games such as Sudoku, word and picture puzzles, and take-home journals and art supplies. The grant was spearheaded by Dr. Liam Gannon with input from our partners at Lamoille County Mental Health Services.

Copley Recruitment – Thinking Outside the Box

Copley Hospital, in conjunction with Community College of Vermont Morrisville, HireAbility and area schools, finalized plans to offer a Healthcare Career Pathways program. Copley's Human Resources Recruiter, J.T. Vize and team designed the 12-week program which includes classroom time and actual hands-on job shadowing of Copley workers in areas of interest to the students. Students are able to explore employment options in healthcare while getting a feel for day-to-day life in our industry and earn college credit.

MRI Ribbon Cutting

The official ribbon cutting for Copley's new MRI Suite took place on March 24, with words of thanks and appreciation from a number of hospital staff. "The incredible amount of work that has gone into this project – by so many people – is just one example of Team Copley and our drive to thrive not just survive," stated John Macy, MD, Chief of Orthopedics. Our gratitude to our donors who helped to make this possible!

April

Healthcare Decision Day

Copley held a special
Healthcare Decision Day in
April to educate people
about the importance of
planning for future health
care decision-making and
end of life care - also known
as Advance Directives.
According to Chaplain
Avril Cochran, it's not
something that people
generally like to talk

about, but it's vitally important. "Advance Directives allow us to know what a patient's wishes really are," explains Dr. Neil Nigro, one of Copley's ED doctors. "If a patient can't communicate, and there is no Advance Directive on file, there's a chance that a doctor or clinical staff member could perform an unwanted procedure." It's also not a 'one and done' decision, but something that can and should be revisited and revised as circumstances change. A person's Advance Directive should be a living document that can change whenever the need for change arises.



Helping patients and visitors with their Advance Directives are Dale Porter, RN; Corey Perpall, RN; Anne Watson Bongiorno, RN and Chaplain Avril Cochran, RN.

Rehab at Mansfield Orthopaedics Moves Closer to Rehab

A new mobile office unit connected to the rear of the hospital, just outside of the Rehabilitation Services department has been delivered and retrofitted for the staff who provided rehab services from the Mansfield Orthopaedics building. Since the old MRI trailer was attached to the section of the building that houses Rehab Services, it made perfect sense to move our rehab folks closer to their department and free up space for our podiatry and expanded orthopedic services.

May

Celebrating Hospital Week



Podiatrist Ciara Hollister, DPM enjoys the scrumptious Hospital Week BBQ!

Copley celebrated hospital week in fine fashion this year, with employees taking part in activities such as Show Your Spirit Day, Super-hero Day, Hat & Sock Day, Hoedown Day, and even Green-up Day. There was live music





Employee of the Year Meredith McGee, RN.



Bruce Mitchell (center) honored as Employee of the Year.

under the tent from Music Maker Dan, Bingo games, lawn games, Ben and Jerry's Ice Cream, and of course, the annual Service Awards Banquet. The week was capped by an allemployee BBQ under the tent. At the Service Awards Banquet, two employees earned "Employee of the Year" awards: Meredith McGee, RN, from Surgical Services, and Bruce Mitchell from Information Technology. The awards honor exceptional effort and performance and dedication to Copley. The weather cooperated and a fun time was had by all.

Auxiliary Luncheon



Copley CEO Joe Woodin visits with Auxiliary members.

Copley Hospital Auxiliary held their spring luncheon and fashion show on the Copley Green on May 12. Food was provided by Thompson's Flour Shop. The fashion show was a huge hit with Copley staff members and students from Peoples Academy modeling clothes provided by the Auxiliary's very own 2nd Chance Thrift Shop.

Food Trucks Return



It's Taco Tuesday! Copley's Mark Bergin placing his order.

For the second year, Copley staff looked forward to and enjoyed delicious savory foods and desserts from local area food trucks throughout the summer and early fall on the Copley Green.

June

Stowe Art, Wine and Food



Guests enjoying the festivities and good food at the Stowe Art, Wine and Food event.

What a great way to kick off summer! On June 2, our wellattended Stowe Art, Wine and Food fundraiser raised just shy of \$45,000. Over 100 guests enjoyed great food, great company, and of course, fabulous wine, all while bidding on nearly 40 silent auction items and 11 live items. In addition to our sponsors, we were grateful to the many businesses and individuals who donated items to the auction, and to the many staff who volunteered to help with a variety of jobs, including registration, auction runners and check out.

Proceeds from the event went towards Copley's purchase of stereotactic breast biopsy equipment, which not only helps identify potential breast cancer early, but allows patients to receive care right here at Copley. The event was a true win-win for women's health at Copley!

CMS Surveyors Impressed



It takes a village! Thank you to the many staff involved in our CMS visit.

Although regulatory certification surveys can be anxiety producing and energy consumptive, they can also be good opportunities to have fresh eyes look at what we're doing and how we might do it better. This year, following a 3-day site visit by the Centers for Medicare & Medicaid Services, our surveyors noted how impressed they were with our policies and procedures, indicating that there were only a few relatively minor updates to policies we might make but no significant changes to operations. Good going Copley!

July

Dr. Roy Honored for his 37 Years of Service



David and Ruth Roy enjoying the Mix and Mingle Event.

At Copley's Mix and Mingle, Dr. David Roy was recognized for his many years of service to his patients and the community as he retires. Dr. Roy was a primary care provider at Lamoille Health Partners. Outstanding Patient
Experience Award - And if you think our policies and procedures are good, read on! Copley Hospital was one of only three Hospitals in Vermont to receive the Healthgrades Outstanding Patient Experience Award. Healthcare leaders have defined patient experience as "the sum of all interactions, shaped by a healthcare organization's culture, that influence patients' perceptions across the continuum of care." Another outstanding job by Team Copley.

July 4th Parade



Staff and family Celebrating 90 years in the 2022 Morristown Parade.



Parade ready are Hospitalist Dr. Jennifer Peters with Sarah and Ariel from Copley's Lab.

Celebrating our 90th year, Team Copley's parade float donned a giant birthday cake decorated with candles and streamers. The parade crew sang a rousing round of Happy Birthday to Copley and everyone enjoyed the perfect parade weather.

Golf Scramble



Pressure is on for Copley's Joan Petrolito as family members watch her putt.

Our 35th annual Copley Golf Scramble was a perfect weather day for the 15 teams playing 18 holes at the Copley Country Club. Following play, teams enjoyed a country barbecue followed by team awards. The day ended on an Ace (golf term for hole-in-one) with \$20,000 raised for Copley. Proceeds from this year's Scramble will help purchase equipment and technology for our cardiac stress testing area. Congratulations to Connor Contracting for their 1st place win. Dr. Olmsted's team (Dr. Olmsted, Travis Knapp, James Wills, and Dave McAllister) placed 3rd and the team having an 'Absolutely' great time was Dr. Antell, Kristen Ely, Hannah Bandlow, and Justin Berry.

August

LNA Graduation – Students from Copley's Nursing Assistant Education Program (NAEP) were honored for successfully completing the rigorous course of study. Family members and



Patrice Mushlin with graduate Hannah, Hannah's mom Jill and her grandmother.

co-workers joined in the celebration, as did Miles and Patrice Mushlin, whose Professional Development Scholarship Award helped make the program possible. The Copley NAEP is open to employees and students wishing to become a Licensed Nursing Assistant (LNA). The next step for our graduates is the Vermont Board of Nursing Exam for Nursing Assistants. After successfully passing that exam, they will be full-fledged LNAs.

Copley Receives CMS 5-Star Rating - The Centers for Medicare & Medicaid Services (CMS) have announced the winners of their 5-star overall hospital quality rating for 2022, and Copley Hospital was one of only four hospitals in Vermont - and the only Critical Access Hospital - to receive the 5-Star distinction. Congratulations to everyone for their dedication and commitment. Copley truly is an outstanding medical and healthcare facility.



On August 23rd, seven students graduated from the inaugural Healthcare Pathways program. The President of CCV, Joyce Judy, spoke about the growth opportunity for the students and commented on how this opportunity can set a new path forward. Several of the students have started a career right here at Copley!



Graduates of our first Healthcare Pathways program.

September

90th Anniversary - Copley was in its glory this month as employees and community members gathered to mark an important milestone in the organization's history: its 90th anniversary celebration on September 28th. It was wonderful to hear stories about our past and celebrate our many achievements. It was also a treat to welcome Jim King, the first baby born at Copley, back to the place where it all started.

Cardiology Moves to HCB -

Cardiology Services this month moved to newly expanded quarters in the Health Center Building. In addition to providing the practice with much

needed space, the new location also provides roadside drop off and pickup plus convenient parking. A welcoming patient and family area plus spacious exam and procedural rooms are two additional benefits. Cardiologists Adam Kunin, MD, Michael Hayes, MD, Nurse Practitioner Nadia Fletcher, and the whole cardiology team provide routine care that includes heart disease prevention, diagnosis and management, diagnostic echocardiograms, and nuclear stress testing. Outpatient cardiac testing such as Nuclear and Exercise Stress tests will still be performed in the hospital.



Copley's Cardiology experts Adam Kunin, MD; Nadia Fletcher, NP and Michael Hayes, MD.

Lab Services Accredited -

In other good news, Copley's Laboratory Services was awarded a two-year continued accreditation following a survey review by the College of American Pathologists (CAP). Amy Shopland, Copley's Director of Laboratory Services, explained that the accreditation ensures that all laboratory patients

are receiving the highest standard of care. "CAP inspections are quite comprehensive," she said, "and our accreditation is a testament to our commitment to high quality testing accuracy."



Members of Copley's Laboratory Services.

October

New Building Approved - Copley received its Certificate of Need from the Green Mountain Care Board for a new 10,000 square foot building in Waterbury. Copley currently rents about 3,000 square feet in downtown Waterbury for its satellite Orthopedic office, but the clinic is at full capacity and the wait times to get in to see a practitioner are getting longer and longer. As one of the largest orthopedic practices in the state - and growing - the new building will provide much needed space and help to decompress the main campus in Morristown. The new Waterbury location is still in the permitting stage, but if everything goes according to plan, we hope to be open and serving patients by late fall 2023.



Gravel Moxie a Success



Bikers gather for the 25-mile ride kickoff.



Ready for the 10-mile scenic Rail Trail ride is orthopedic surgeon Bryan Monier, MD and daughter.

Our 2nd annual Gravel Moxie was another fun adventure of biking, gathering with friends and co-workers, and supporting Copley. Riders chose from routes stretching for 10, 25 or 50 miles through the back roads of Lamoille County, on some of the best gravel in Vermont, enjoying fall snacks and drinks along the way and raising nearly \$10,500 for our Cardiology Services. Each stop featured fall bites of pumpkin, apple, and chocolate, as well as that most famous New England beverage: Moxie. We look forward to our 2023 ride scheduled for October 14.

Copley Holds Annual Board Strategic Planning Retreat –



Copley's Board Chair David Silverman welcoming guests.

Copley Trustees, community partner organizations, independent Vermont hospital leaders, Copley senior leaders and medical staff attended the one-day meeting with an agenda that focused on education and collaboration in an effort to improve services to the community.

November

Professional Development Scholarships



VP Development & Marketing Trish Rick with Surgical Center's scholarship recipient Kaylynn Bradley, LNA.

We had a good deal of interest in our new Professional Development scholarships, and in its inaugural year, we received 15 requests for aid. To be eligible, employees must have worked at Copley for at least one year and either be enrolled already in coursework towards their career goal, or have taken courses towards that goal within the last four years. Scholarships of up to \$5,000 per applicant were available, and ten applicants were ultimately notified by the Scholarship Committee of their approval just before the Thanksgiving holiday.

Auxiliary Bake Sale



Copley Hospital Auxiliary's Lois Keith making change.

Copley Hospital Auxiliary's famous Thanksgiving Bake Sale set a new record netting \$1,054 raised for our community hospital.

Big thanks to the many bakers and buyers and to Vesta McLaughlin whose homemade quilted socks and neck warmers were a big hit too.

December

CSR Update - The hammers keep pounding and the screw guns keep tightening every screw and bolt...



An exterior shot of the CSR expansion project.

and every day we move a bit closer to completing the new 900 square foot addition to the Central Sterile Reprocessing area. "Everything continues to move along as scheduled," said Mark Sutton, Director of Facilities, Safety & Security. "And it's looking like we'll be ready to move into the new addition by the end of January."

Carols for Patients and their Families



Carolers spreading holiday cheer in the Infusion Center.



Thank you carolers!

A group of staff led by Chaplain Danny Granstaff took to the halls and departments spreading holiday cheer singing Christmas carols for our patients, their families and our staff.

Scrub Swap – The first ever scrub swap was held here at Copley and was a success. What a great way to reuse and recycle! All proceeds went to the employee Sunshine Fund.

Meet Sonny Demars – Businessman, Volunteer, Donor and Friend

Sonny Demars and Copley Hospital have a few things in common. They've both had a tremendous impact on the people of Morrisville, Vermont. They've both been neighbors for over 65 years. And they were both born in 1932.

Sonny grew up in Greensboro but moved to Morrisville when he was 23 years old. Two years later, he built his first house. "That was in 1957," he said, "the same year Copley was building its new 'house' just down the road from me." Years later Sonny would sell his house to Copley, and today it is home to the hospital's Accounting Department. Sonny built his second house about an eighth of a mile down the road, where he has lived ever since.



Sonny and Peg, Morristown's July 4th Parade Grand Marshals, surrounded by Copley staff.

"I didn't go to college," Sonny said.
"I thought I could do better working with my hands. I've always enjoyed working with tools and building things, so I decided at an early age to go into carpentry, and in one way or another, I've stayed active in carpentry my entire life."

Indeed, Sonny has built a number of structures throughout Morrisville, and today more than a few Morrisville families live in homes or apartments he has constructed or remodeled. Demars Properties, a real estate rental organization now run by Sonny and three of his children, is well known throughout the area.

"Back in the old days," he said, "people would want to build a house or maybe put up an addition, and they would come to me to see if they could borrow a tool or some piece of equipment. And I was happy to help. The only problem was I'd forget what I loaned out and to whom, so when I needed that tool or piece of equipment for one of my own projects, I had to go out and buy a new one. That's actually how my tool and equipment rental business got started. I was more than happy to loan out my tools, but I needed to keep better track of who I was loaning them to. So, I hired an assistant, built up an inventory, opened a store, and started charging a small fee."

The rental business grew, and to accommodate both the demand and his growing inventory of tools, Sonny expanded the business, eventually turning it into Demar's Hardware & Rental, an enterprise that would serve the town for almost 40 years. "We finally closed the store in 2009," he said, "and ever since then my focus has been on overseeing the rental property business."

The father of five children, Sonny is happy that so many of his kids (4) have decided to remain and raise their families in the area. "This is a special place," he said, "and knowing that my grandchildren are growing up here is a pretty wonderful thing. Of course, the town has changed a lot over the past 65 years, but in many ways, it is still the same close-knit village it has always been. People know one another and look out for one another here, and you just don't find that in many places anymore."

In addition to serving his community as a businessman, Sonny has also been generous with his time and resources. He served as a Village Trustee for 20 years. He served on the School Board for nine years. He was a trustee of Sterling College in Craftsbury. And he continues to maintain hiking and skiing trails on a piece

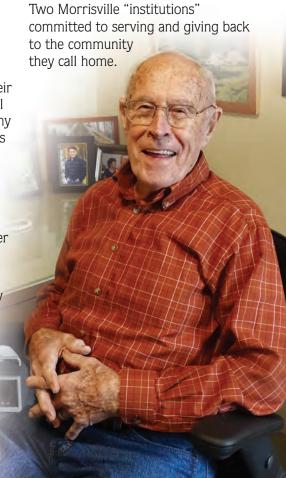
of land he owns in Elmore. All by way of giving something back to the town he has called home for 67 years.

"When you live in a place like this," he said, "giving back is just part of life. It's a satisfying feeling to know you've helped a neighbor in need - even if you've never even met that neighbor."

Today, Sonny spends his time enjoying his property on Hardwood Flats, keeping an eye on the family business, and helping out his longtime neighbor - Copley Hospital. He continually supports the hospital's fundraising efforts, and most recently made a generous contribution to the new MRI Suite. And while there are a number of community events and organizations Sonny proudly supports, one of his favorites is the annual LACiNg Up for Cancer walk, run by his daughter-in-law Kathy. Since 2003, Sonny's generosity has made a big impact on the walk, and each year, event planners count on him for his guidance and help!

Sonny Demars and Copley Hospital

both celebrated 90 years in 2022.



What a year it has been for Copley Hospital.



In our 90th year of providing local, high quality, and compassionate healthcare to our neighbors and surrounding communities, we managed to meet - and overcome - a number of significant challenges.

Pandemic issues, nursing shortages, supply chain delays... like 2020 and 2021 before it, 2022 took a little more navigation and effort than usual - and as usual, Team Copley was up to the challenge. We have so much to be proud of here at Copley, and it starts with our amazing team of professionals who are not only outstanding in their respective fields, but who truly care about our patients and their fellow team members. Team Copley is not just a tagline - it's who we are.



Striving for a good day of play FORE Copley. Michael Stengel of 'Team Duff' focuses on making the putt with teammates Liam Gannon, MD and Andy Duff, RN watching.

We raised over \$2M in support of many of the projects we mention here. Every gift makes a difference, and we are grateful for every donation that helps us achieve our goals.

Here are several of our accomplishments in 2022 which have made us proud and humbled by the outpouring of support, generosity, and love from our community. You are forever in our hearts:

- We flipped the "on" switch to our new MRI Suite, and patients are thrilled with their experience.
- We received a remarkable gift to establish a scholarship fund to benefit our employees' who are seeking to further their education and to alleviate education debt. We awarded over \$50,000 in scholarships to grateful employees.
- We raised funds to purchase a new upright Stereotactic Breast Biopsy device and hope to have it up and running by early spring.
- We raised funds to purchase Cardiac Stress Test equipment to replace our aging unit.

 We held several successful fundraising events, including our signature Stowe Art, Wine & Food Gala; our 35th Annual Golf Scramble; and our 2nd Annual Gravel Moxie Bike ride, which welcomed more than 100 happy riders.

A family of

Moxie riders on

the Rail Trail.

- We received our certificate of need approval to build a new Orthopedic Clinic in place of the small space we rent in downtown Waterbury. The new Mansfield Orthopaedic Clinic will be located on Route 100, one mile from the I-89 Waterbury exit.
- And, we celebrated our 90th year of providing healthcare services to the community.

Of course, none of these accomplishments would have been possible without you, our supportive and dedicated community of patients, families, donors, businesses, friends, and more!

As we look forward to the year ahead we hope we can count on your continued support of our small but mighty hospital so we may continue to pursue our highest priority endeavors which are highlighted on page 17.

With gratitude,

I ing our Trish Rick vP Development & Marketing and ride, and ride, and ride in the right of the

Keeping Busy in Retirement

Meet Merri and Brian Greenia. They've been members of the Greater Morrisville community for over 60 years, and like nearly everyone else in town, they have a story about Copley Hospital.

Merri is a retired educator - which is using the word "retired" a little loosely - and Brian is a past employee of CarQuest Auto Parts, formerly Maynard Auto Supply, where he worked for over 40 years as a general and regional manager.

During her 42-plus years in education, Merri took on more than a few roles. She taught social studies and math at Peoples Academy for five years. She served as both a teacher and principal at Wolcott Elementary for 25 years, during which time Wolcott went from being one of the lowest performing schools in the region to a topperforming demonstration school for educators across the state. After leaving Wolcott, Merri went to Craftsbury where she spent another 12 years before finally retiring as Principal.

"Then I got bored," she said. "When you've spent your life around kids, sitting quietly in retirement somewhere just doesn't feel quite right. So, I signed up to substitute teach, and I just finished a long-term assignment with a class of second graders. It was an

absolute blast!"

Brian spent his career in the auto industry, but also served on the Morrisville Board of Selectmen for 26 years, many as its Chairperson. And like Merri, Brian is not one to sit quietly. He is not one to talk much about his volunteer work, but Merri was happy to oblige.

"He wouldn't have told you this," she said, "but for the past eleven years, Brian's been coordinating and driving Veterans down to their appointments at the VA Hospital in White River Junction. It's something many of them can't do for themselves, and it makes him happy to be able to help."

"I'm just grateful to have something to do," he admitted. "I don't sit around well either."

So how do these two retirees - and again, we use that word loosely - manage to stay so active? A lot of it has to do with Copley Hospital.

Merri recently got a full hip replacement at Mansfield Orthopaedics and was amazed at the level of care and compassion she received. "Dr. Antell and his entire staff were wonderful," she said. "If you can believe it, I went in for surgery in the morning - a full hip replacement - and was back in my own house later that day. My recovery went well and within a month I was ready to start working with kids again. Believe me,

you don't spend a day keeping up with second graders on the hip I had. Getting that new hip was literally life changing. The doctors, staff, physical therapists and nurses at Mansfield Orthopaedics and Copley Hospital are truly wonderful."

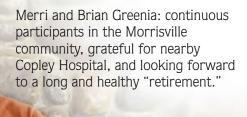
Brian too, has spent a little time at Copley.

"You could say that I'm quite fond of Copley's ER department," Brian laughed. "I've been there more than a few times for a number of different reasons. And each time it seems like I get Dr. Nigro, who is absolutely amazing. He pinpoints the problem and gets me back on track each time. The whole ER staff is spectacular and we are so lucky to have a hospital of this caliber just eleven minutes away."

Eleven minutes?

"When you need emergency medical care," Brian said, "you don't measure the distance to the hospital in miles. You measure it in minutes. That wonderful, well-equipped, fully-staffed, and compassionate ER is just eleven minutes away. And I sleep a lot better at night knowing that."

He also sleeps better thanks to his weekly trips to Copley Rehab, where he exercises and keeps himself in shape. "Peter, Steve, Margaret...the whole crew there at Rehab are just fantastic," he said. "I wouldn't have the mobility and freedom I do if it weren't for them."



Investing in Copley - a Strategic Move

Strategic plans are nothing new. Most organizations use them to define their values and carry out their mission and vision statements. Copley has operated under a strategic plan for years, but its most recent version, which runs through 2024, takes a more comprehensive approach than some of our prior plans.



Some members of our Infusion Center's care team.

"Strategic plans help guide an organization to invest thoughtfully in key areas," says CEO Joseph Woodin.

"It is so important right now for Copley to invest in its people, its infrastructure, its equipment, and its quality reputation."

"Over the past two years, Copley has experienced growth like we have never seen before. COVID resulted in an increase of patients coming to Copley for their care from outside our service area, and we have also had a significant influx of new residents moving into Lamoille County. We need to recalibrate to meet the growing demand," noted Woodin.

The four pillars of the Board-approved strategic plan are:

 Financial Sustainability improving and maintaining Copley's financial health;

- Exceptional Quality providing a safe, respectful, and reliable experience for all patients and caregivers;
- Workforce & Culture developing and maintaining a workforce that supports our mission; and
- Keeping Care Local maintaining appropriate care in the community.

"Over the past decade," Woodin said, "we fell behind on addressing capital improvements. Budgets were tight and monies were directed to solve other more pressing needs. So, in some cases, we are now catching up on past projects. Our new MRI Suite is a good example of that. At more than 12 years old, the MRI should have been replaced some time ago. Looking forward, we'll be improving and growing our service offerings, continuing to build community partnerships, and enhancing care coordination with providers."

Woodin pointed to a number of investments that are either absolutely critical or highlight future opportunities, and chief among them is re-fitting and reorganizing our physical plant. "Copley's main building was constructed in the late 1950s," he noted, "which really limits our renovation options. If you can imagine a series of standing dominos, you have to knock one down to knock the next one down and so on. And that is ultimately how Copley has to tackle most of our current renovation projects."

To address its space-related needs, Copley established a Facilities Improvement Fund, and with community support, it will help to defray the costs to the hospital. Here's a list of projects slated for 2023:

- Building a new Central Sterile Reprocessing area to keep up with growing surgical cases;
- Move the Infusion Center, allowing us to create an additional Operating Room;
- 3. Relocate Respiratory and Sleep Lab to house the Infusion Center;
- 4. Create one additional outpatient/ same day surgical room;
- Complete site work and construct a new Mansfield Orthopaedics Clinic in Waterbury;
- 6. Continue to enhance our Information Technology infrastructure; and
- 7. Establish an on-site Simulation and Training Center to support continuing education.



Nursing education includes mock code blues using a simulation mannequin.

"We make ourselves better through re-investment," Woodin concluded. "The result will be a vibrant and growing organization that is attracting not only the best healthcare professionals, but also new patients and further strengthening our ability to serve and care for those in need."

A rendering of the new Mansfield Orthopaedics Waterbury Clinic. Copley is so pleased to welcome the following clinical and administrative members to the family:

Ruthie Adams

Nutritional Services

In January, we welcomed Ruthie Adams, Administrative Coordinator for Environmental Services and



Nutritional Services. Before joining Team Copley, Ruthie managed day to day operations for the Visitor Center and Quarry Tours at Rock of Ages. For twelve years prior to that, she served as Environmental Service Manager/Catering Manager at Gifford Medical Center, managing a staff of twenty-eight on two campus locations.

Frederick Druck IT Systems Engineer



Fred joined our Information
Technology (IT) team in January.
Fred is a technically minded individual with a passion for

computer networks, security and troubleshooting. He graduated from Pima College in Arizona with a BS in Computer Science. Prior to Copley, he worked for Sprint where he developed, trained, and implemented policies and procedures for a new customer service department. There he maintained a 90% and better customer satisfaction rating. Fred is CompTIA A+, Network and Security certified.

Nadia Fletcher, NP Nurse Practitioner, Cardiology

In February, Copley's Cardiology team welcomed Nurse Practitioner Nadia Fletcher. Nadia earned her Nurse Practitioner degree



through the University of Vermont Medical Center where she graduated with honors. Prior to Copley, Nadia worked on the cardiac unit at UVM. In 2020, as a NP, Nadia transitioned to providing inpatient general and interventional cardiology care. Nadia's focus at Copley includes stress testing and clinic follow-up appointments. In addition to working closely with Drs. Kunin and Hayes, she works with Cardiac Sonographer Bryna Sikora.

Michael Hayes, MD Cardiologist



The newest member of Copley's Cardiology team is Michael Hayes, MD, who brings nearly 30 years of experience in the medical field,

with more than 20 of those in the practice of Cardiology. He graduated from the University of Vermont College of Medicine in 1996 and completed his residency and fellowship at Fletcher Allen Health Center. He is board certified in Cardiovascular Disease. In addition to General Cardiology care, he has extensive experience in Adult Congenital Heart Disease, Interventional Cardiology, and Cardiac Electrophysiology. Dr. Hayes has worked for North Country Cardiology and North Country Hospital, Dartmouth-Hitchcock, and the University of Vermont Health Network.

Cody Hodgson, PA

Physician Assistant, Mansfield Orthopaedics

In July, Cody Hodgson joined the Mansfield Orthopaedics team at the Waterbury Clinic working closely with John Macy, MD.



Cody attended

Norwich University, where he majored in Sports Medicine, and received his Bachelor of Science in Biology from Castleton State College. In 2019,

Cody graduated from Clarkson University's Physician Assistant (PA) Studies program. There, his rotations included Emergency Medicine, Neurology, Pediatrics, Women's Health, Behavioral Health, and General Surgery.

Cody's most recent work experience was with Syracuse Orthopedic Specialists at St. Joseph's Hospital where he served as first assist in orthopedic surgeries.

Scott Lamberti, RN

Birthing Center



Copley Hospital's Birthing Center welcomed Scott Lamberti to the nurse birthing team in January.

In 2016, Scott received his Certificate of Practical Nursing from Vermont Technical College (VTC) followed by his Associate of Science degree in Nursing in 2017. Prior to Copley, Scott worked as a LDRP Nurse (Labor, Delivery, Recovery, Postpartum) on the Women and Children's Unit at the University of Vermont Health Network, Central Vermont Medical Center. Scott is certified as a Lactation Counselor, Child Birth Educator, and by the Neonatal Resuscitation Program.

Kevin McNamara, DPMPodiatry, Mansfield Orthopaedics

Copley Hospital is pleased to welcome Kevin McNamara, D.P.M. to Mansfield Orthopaedics. He comes to us from Central Vermont Medical Center.



Dr. McNamara earned his Bachelor of Science in Biology from Drexel University in 1985 and Doctor of Podiatric Medicine from Temple University School of Podiatric Medicine in Philadelphia, PA in 1989.

He did his residency in Podiatric Surgery at Frankford Hospitals, also in Philadelphia. Following his residency, Dr. McNamara came to Vermont and has worked at several hospitals since his arrival. He founded podiatry departments at two hospitals and developed podiatry at a third hospital, creating three highly successful practices. He's been affiliated with Gifford Medical Center since 1990, and Cottage Hospital in Townshend since 1992.

Grace Thompson

Clinic Manager, The Women's Center

In February, The Women's Center welcomed Grace Thompson as Clinic Manager.

Grace is originally from Maryland and

developed a love for Vermont while attending the University of Vermont. After graduation, she moved to Florida to complete a Master's degree in Health Promotion & Exercise Physiology. During her time there, she worked for a health and wellness clinic training clients and growing the practice. This experience inspired Grace to complete her Master's degree in Healthcare Administration. In her role as Clinic Manager, Grace has responsibility for all administrative aspects for The Women's Center.

Sarah Waterman, MD

General Surgeon

General Surgeon Sarah Waterman,

MD joins Drs.
Donald Dupuis
and Courtney
Olmsted in
offering clinic and
emergency care to
our patients.



Dr. Waterman grew up in East Montpelier. She attended college at the State University of New York at Albany, was Phi Beta Kappa and graduated summa cum laude with a BA in Public Policy. She received a Master of Public Administration in public health from the University of North Carolina at Chapel Hill. She graduated from the University of Vermont College of Medicine and completed her surgical training residency at the Mountain Area Health Education Center / Mission Hospital in Asheville, North Carolina.

Retiring from Copley

We also bid a fond farewell to those retiring this year from Copley with 30 years or more of service and dedication. We thank you.

Wendy Andres, RN

35 years. Birthing Center Nurse

Leila Cross

46 years. Laboratory Scientist

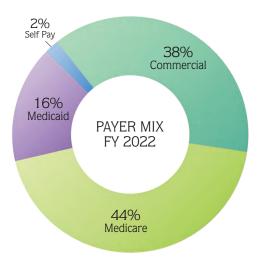
Regina Foy, RN

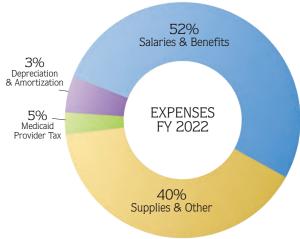
30 years. The Women's Center Nurse

Karin Vossler

35 years. Radiology Technician





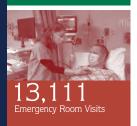










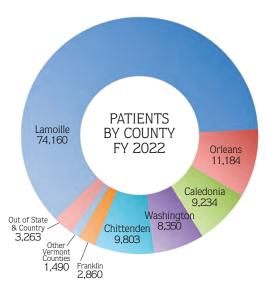


For many hospitals and health systems nationwide, 2022 was one of the most difficult years financially, since the start of the pandemic. Copley continues to successfully mitigate consequences from the pandemic that include labor and supply chain shortages. We remain steadfast in our ability to manage expenses judiciously despite these challenges. Most hospitals in Vermont experienced an operating loss this year. Copley was able to contain losses far better than many Vermont healthcare organizations.

Labor shortages continue to be a key factor of increased expenses. The need for contracted services, the majority being traveling nurses, has enabled Copley to provide the high level of care of which we pride ourselves.

High patient volumes, most notably, in our in-patient and emergency department (ED), have helped operating revenue. Copley continues to experience increased patient activity, especially in the ED, with higher numbers of elderly and mental health patients awaiting placement to appropriate facilities.

Overall, while the healthcare environment is challenging, Copley remains on sound financial footing and we embrace the new fiscal year with enthusiasm and ready to meet new challenges.



Patients by Zip Code FY 2022

	In Patient	Out Patient	Total
Morrisville	359	23,895	24,254
Hyde Park (North)*	201	11,304	11,505
Stowe	148	10,827	10,975
Johnson	145	9,493	9,638
Hardwick (East)*	165	8,470	8,635
Wolcott	107	6,925	7,032
Eden (Mills)*	74	4,192	4,266
Craftsbury (Common)*	70	3,553	3,623
Jeffersonville	46	3,144	3,190
Barre (East, South)*	14	2,638	2,652
Waterbury (Center)*	29	2,424	2,453
Greensboro (Bend)*	58	2,003	2,061
Burlington (South)*	19	1,848	1,867
Waterville	35	1,448	1,483
Montpelier (East, North)*	16	1,403	1,419
Lowell	15	1,344	1,359
Essex (Junction)*	20	1,302	1,322
Cambridge	9	1,155	1,164
Lake Elmore	9	1,018	1,027
Belvidere Center	10	706	716
Other VT Towns (176)	224	16,216	16,440
Out Of State (49)	85	2,805	2,890
Other Country (20)	1	372	373
Total	1,859	118,485	120,344

^{* -} denotes combined similar zip codes

Revenue & Expenses

Revenue	FY 2022	FY 2021
Total Gross Revenues	\$154,640,808	\$145,577,121
Less: Charges not paid by payers	(\$64,450,979)	(\$62,359,835)
Less: Bad Debts	(\$4,412,309)	(\$2,633,716)
Less: Charity Care	(\$1,466,700)	(\$862,902)
Plus: Other Operating Revenue	\$10,353,577	\$13,186,150
Total Operating Revenue	\$94,664,397	\$92,906,818
Expenses Salaries & Benefits	\$49,378,259	\$44,284,771
Supplies & Other	\$36,931,694	\$33,842,475
Depreciation & Amortization	\$2,917,574	\$4,279,649
Medicaid Provider Tax	\$5,033,798	\$4,101,251
Insurance	\$890,430	\$1,598,440
Interest	\$183,648	\$84,094
Total Expenses	\$95,335,403	\$88,190,680
Operating Income (loss)	(\$671,006)	\$4,716,138
Non-Operating Revenue	\$1,361,358	\$5,321,512
Net Income	\$690,352	\$10,037,650

Balance Sheet

Assets	FY 2022	FY 2021
Operating Cash and Cash Equivalents	\$16,667,414	\$28,746,978
Net Accounts Receivable	\$13,385,121	\$11,865,621
Inventories	\$2,620,459	\$2,591,156
Prepaid Expenses	\$2,358,579	\$2,593,237
Assets Limited To Use	-	\$145,744
Net Capital Assets	\$31,324,543	\$28,884,098
Donor restricted assets	\$6,250,022	\$5,760,289
Deferred compensation	\$3,200,901	\$3,766,248
Total assets	\$75,807,039	\$84,353,372

Liabilities

Total Liabilities & Net Assets	\$75,807,039	\$84,353,372
COVID 19 - Advances	\$566,722	\$8,323,769
Unrestricted Net Assets	\$41,412,107	\$40,721,755
Restricted Net Assets	\$6,250,022	\$5,760,290
Long-Term Debt	\$10,313,989	\$6,738,513
Deferred Compensation	\$3,200,901	\$3,766,248
Estimated Third-Party Payer Settlements	\$3,220,700	\$3,080,000
Accrued Payroll & Related Expenses	\$3,911,923	\$6,105,258
Accounts Payable & Accrued Expenses	\$6,930,675	\$9,857,539











Copley Hospital is grateful to the following individuals and organizations that supported our not-for-profit community hospital in Fiscal Year 2022 (October 1, 2021 – September 30, 2022). In addition to the donors listed, we extend thanks to our many anonymous donors.

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Moxie riders back from a great ride.

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