



Annual Report 2025

Serving Lamoille County
& North Central Vermont

SINCE 1932

Letter From the Board Chair

Greetings to the entire Copley community.

As we come to the close of another remarkable year, I want to take a moment to reflect on the many achievements we've accomplished together and to express my deepest gratitude for the unwavering support you've shown our hospital and our mission.

This has been a landmark year for us. We celebrated the grand opening of our new Mansfield Orthopaedics building in Waterbury, a state-of-the-art facility dedicated to providing exceptional orthopaedic care to our community. This new center represents our ongoing commitment to expanding access to specialized care and ensuring that patients receive the highest quality services close to home.

Additionally, we proudly opened the William B. DeLaney Infusion Center, a beautiful and welcoming space designed to provide comfort and advanced treatments to patients in need. A great deal of care was taken in designing and outfitting the expanded space, which now includes three private and three semi-private bays, an open gathering area, a skylight, a water feature, and beautiful art on the walls. The redesign and expansion provides patients with a comfortable, tranquil, and peaceful space to receive care close to home. These milestones underscore our dedication to meeting the evolving healthcare needs of our community.

Navigating the complexities of the ever-changing healthcare landscape continues to be a daily challenge. Over the coming year we will be analyzing the recommendations of the Green

Mountain Care Board's report based on Act 167 (passed by the VT Legislature in 2022) and considering where and how Copley can best address the needs and challenges of the communities we serve. There will be difficult choices to make, but the end goal is to keep Copley sustainable and affordable. Elsewhere in this report you'll read about our Facilities Master Plan, which will help us build and maintain our infrastructure as we plan for careful growth in the years ahead. But despite the challenges that we and nearly all of Vermont's small hospitals face, thanks to the resilience and ingenuity of our staff, the generosity of our donors, and the trust of our community members, we have adapted and thrived. Your contributions—whether through volunteer work, financial support, or simply choosing us for your healthcare needs—continue to make everything we do possible.

As we begin the new year, we remain steadfast in our mission to provide compassionate, high-quality care to everyone we serve. Together, we will continue to innovate, collaborate, and uphold the values that make our hospital a cornerstone of this community.

Thank you for being an integral part of our journey. Here's to a healthy and hopeful year ahead.



Warm regards,

Kathy Demars

KATHY DEMARS, RN, CHAIR
Copley Hospital Board of Trustees

Exceptional Care. Community Focused. That's Copley.

Cover photos: Scenic photo compliments of the Lamoille County Chamber of Commerce. Left, Copley Hospital Oncology Team; Lori, Heather, Stephanie, Becca, Kathy, Laura and Barbara. Right, Ribbon-cutting ceremony for the new Mansfield Orthopaedics medical office building in Waterbury.

Photos this page (l to r): Selling Corks at the Stowe Art, Wine & Food event are Karen, TJ and Erin. 50-mile Gravel Moxie leaders are Anesthesia Department's Mike and Travis. Rehab's Micaela and Allie readying for the eclipse.



Copley Hospital Trustees

Front row (l to r):

Nan Carle Beauregard, PhD;
Pamela Stanyon; Kathy Demars, RN,
Chair; Anne Bongiorno, PhD,
Vice-Chair; and Carl Szlachetka.

Back row (l to r): Cameron Page; Alden
Launer; Bethany Salvas; Francis Landrey;
Diane Cote; Dan Noyes; Michael Feulner;
Deborah Pomeroy, Secretary; Travis
Knapp, CRNA, Medical Staff President;
and Joseph Woodin, President and CEO.

Not Pictured: Robert Bleimeister,
Treasurer; James Hodge; and
Chris Towne.

A Message From the CEO

It is once again my privilege to share Copley Hospital’s Annual Report for the fiscal year ending September 2024. This report highlights our many achievements and the ongoing challenges we face as we navigate an evolving healthcare landscape.

We have much to celebrate at Copley. Our exceptional orthopaedic practice continues to grow, and recent investments in new equipment and treatment spaces have strengthened our reputation as a trusted healthcare destination for an increasing number of Vermonters. The reason for our success is simple: we are powered by a remarkable team of caring medical professionals and support staff, along with volunteers and community members dedicated to making Copley Hospital the best it can be. At Copley, patients are treated with kindness and respect, and our healthcare outcomes speak volumes.

It is no secret that Vermont’s healthcare system, like many across the nation, is facing difficult times. Rural hospitals are particularly challenged by economic pressures, demographic shifts, and rising operational costs. In Vermont, these challenges are amplified by a struggling economy and the migration of young professionals to states offering higher wages and more affordable housing.

In response, the Vermont Legislature enacted Act 167 in 2022, directing the Green Mountain Care Board (GMCB) and the Agency of Human Services to lead a data-driven, community-focused

engagement process for Vermont’s hospitals. This process aims to reduce inefficiencies, lower costs, improve health outcomes, reduce health inequities, and ensure access to essential services. The report, issued this past fall, calls for nearly all Vermont hospitals to make difficult choices to remain solvent, sustainable, and affordable.

It is now our responsibility to examine the services we offer in light of those recommendations and to become as sustainable as possible. To that end, in the coming year we will be looking at what services we provide and the associated numbers, including cost, staffing and volume, and at how many people are utilizing those services. This will allow us to determine which services, if any, have become unsustainable.

At the same time, we are exploring ways to enhance services through strategic resource allocation and investments, as well as through partnerships like the newly formed New England

“At Copley, patients are treated with kindness and respect, and our healthcare outcomes speak volumes.”



Senior Leadership Team

Front row (l to r): Karen Cavender, MPPA, BSN, RN, CNOR, Executive Director, Perioperative and Emergency Services; Jill LaRock, PT, Executive Director of Clinical Ancillary Services; Carol Ferrante, Director of Physician Practices and Lee Bryan, Director of Quality, Risk and Informatics. **Back row (l to r):** Sam Allaire, RN, MSN, Chief Nursing Officer; Curtis Kerbs, Vice President, Information Technology and Chief Information Officer; Wayne Stockbridge, Chief Administration and Human Resources Officer; Joe Woodin, President and CEO; Jeff Hebert, Chief Financial Officer and Donald Dupuis, MD, Chief Medical Officer.

Volunteer Statistics



4,588

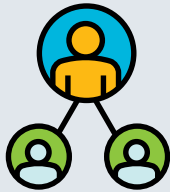
Total On-site Volunteer Hours

4,695

Total Second Chance Volunteer Hours

24

New Volunteers Recruited



New Assignments and Departments that Hosted Volunteers

- Provided music for residents at The Woodlands at Stowe
- Junior volunteer special events: Stowe Art, Wine and Food Fundraiser; annual Golf Scramble, Gravel Moxie Grinder, Copley Hospital Auxiliary Thanksgiving Bake Sale
- Marketing and Development
- Emergency Department
- Surgical Center

10 New Junior Volunteers Recruited

- Spaulding High School
- Peoples Academy
- Harwood Union High School
- Lamoille Union High School
- Stowe High School
- St. Paul’s School



At right, junior volunteers Jono and Rylee help at the information desk.

Collaborative Health Network (NE-CHN), which you can read more about elsewhere in this report.

Despite these challenges, there is much to look forward to. This year, we celebrated key milestones:

- Opening a new medical office building in Waterbury to improve access to our expanding orthopaedic practice.
- Completing our new and expanded Infusion Center.
- Installing advanced monitors in our busy Emergency Department to enhance quality.
- Acquiring a new analyzer for our laboratory that is robotically efficient in its management of specimens.
- Meeting the needs of our community through upgrades in our Radiology Department.

These initiatives strengthen our ability to deliver high-quality care while supporting financial sustainability. Additionally, we continue to advance our Master Facility Plan, investing in infrastructure to ensure we remain both nimble and solvent. This plan, along with our evolving strategic plan, will guide the difficult decisions necessary to position Copley for long-term success.

We are fortunate to serve a community that deeply values Copley Hospital. Volunteers play a vital role in our success, whether greeting visitors, assisting staff, supporting fundraising events, or contributing expertise in areas like marketing and development. Programs like our growing Friends of Copley and junior volunteer initiatives highlight the dynamic spirit of our community.

As I reflect on the past year, I am confident in two things: Copley will continue to provide the exceptional medical care we are known for, and we will emerge from these challenging times as a leaner, more efficient organization. I am grateful for the privilege of serving as your CEO and for the help, involvement, and support of our community. Together, we will keep Copley Hospital strong, independent, and moving forward.

Thank you for your trust and dedication to Copley. I look forward to achieving our shared goals in the years ahead.



Sincerely,

JOSEPH WOODIN, PRESIDENT & CEO
Copley Hospital

Key Milestones in 2024



1



2



3

Copley Holds Ribbon-Cuttings on Two Significant Projects

Thanks to the generosity of our donors, Copley held ribbon-cuttings this summer on two projects that will improve patient care and increase the level of services we provide to our community.

The William B. DeLaney Infusion Center, named for a former patient and longtime supporter, offers patients and their families a comfortable and tranquil space to receive treatment close to home.

Called a “gem” by Chief of Orthopaedics John Macy, MD, the new 10,000-square-foot Mansfield

Orthopaedics facility in Waterbury allows Copley to meet the growing demand for podiatry services and orthopaedic care including hip, knee, and shoulder replacement surgery and foot, ankle, and hand care and surgery.

“Everything we do at Copley is focused on meeting the needs of our patients and providers and delivering exceptional, timely, and compassionate care within our community,” stated CEO Joseph Woodin. “We are extremely grateful to the many donors who made these projects possible.”

1 - Ribbon cutting of the new Infusion Center (l to r): Emily McKenna, Heather Decker (patient), Laura Drenen, NP; Board Chair Kathy Demars, CEO Joe Woodin and Karen Cavender, RN Executive Director Perioperative and Emergency Services.

2 - Joe Woodin with Jim DeLaney.

3 - Community members gather for the ribbon cutting of the Mansfield Orthopaedics building in Waterbury.



Liz Couto, RN watches the patient's vitals on the bedside monitor while Physician Assistant Amy LaRow splints.

Crossing the Finish Line for Bedside Monitors

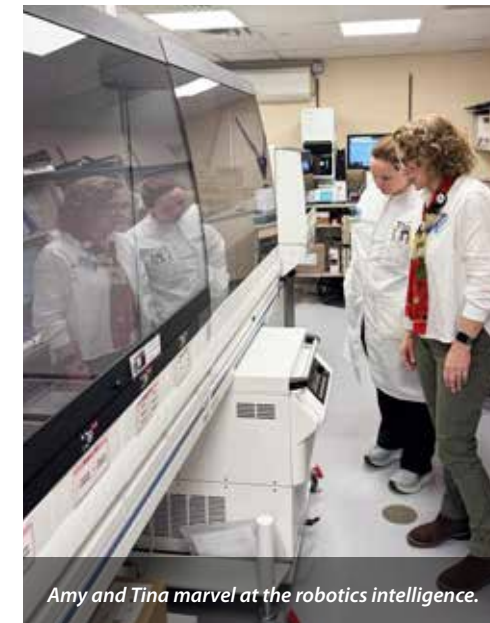
Thanks to our three successful annual events; the Stowe Art, Wine and Food Fundraiser, Golf Scramble and Gravel Moxie Grinder, along with several donors, and the Copley Hospital Auxiliary we exceeded our campaign goal for bedside monitors for the Emergency Department (ED).

The monitors let providers observe patient vital signs – heart rate, blood pressure, respiratory rate, and blood oxygen – in real time. They integrate with screens at the nurses' station and allow for continuous monitoring of each patient's status. Lamoille County is one of the fastest-growing counties in Vermont, and Copley continues to experience consistent increases in ED use. In addition, patients are coming to the ED with more medically complex conditions, which requires more intensive care and monitoring from Copley's providers and staff.

Thanks to our donors, each patient bay is now equipped with this technology – a true victory for our community!

New Technology for Copley's Laboratory

At Copley, we are constantly looking for ways to streamline services, reduce wait times, manage expenses, and increase efficiency. This past year, we took a giant step closer to achieving those goals with the purchase and installation of a



Amy and Tina marvel at the robotics intelligence.

new diagnostic analyzer in our busy laboratory. A diagnostic analyzer provides the lab with the information our doctors and clinical providers need to better understand what a patient is experiencing and to diagnose their illness, injury, or complaint quickly and accurately. Providers are then able to develop a treatment plan to address the situation that has been identified.

“Bringing the Ortho Vitros XL 7600 on board has allowed Copley not only to expand the number of tests it can run from a single blood sample, but do so more accurately and in a much, much shorter timespan,” said Lab Director Amy Shopland. “And working in tandem with the new analyzer is an automated system

that literally does everything our lab techs used to do by hand, for example: putting lab sample tubes into the centrifuge, monitoring them, removing them, transporting them to an analyzer, storing them in the refrigerator, and if needed, retrieving them

for additional testing. Now we simply open a drawer and place the sample tube inside. The analyzer does everything else – it runs the sample, spins it, records it, stores it, and can call it back up should additional testing or information be needed. It's just an amazing piece of equipment.”

In addition to traditional chemistry tests such as sodium, potassium, liver function and cholesterol, the X7600 has the ability to test for infectious disease markers such as hepatitis, HIV, and rubella. It can test

for and indicate cardiac issues and early stages of cancer, and it can provide those results sometimes within minutes.

“Updating and renovating our lab and purchasing this new piece of equipment was a big step forward for laboratory diagnostics at Copley,” said CEO Joseph Woodin. “We are now one of just two hospitals in the state to have an analyzer of this caliber and with the capabilities this one has, we can see and test more patients, more quickly. It combines AI and Robotics to produce results almost immediately. It's more convenient for patients, it's better for providers, and it's vastly more time-efficient for the lab. It's a win-win on every level.”

Patient Stats



OR's Scrub nurse Rachel with orthopaedic surgeon Dr. Brian Aros.

2,526 Surgical Visits

1,553 Outpatient Procedures

1,396 Patient Admissions

13,627 ER Visits



Recovery Room nurse Collette.

6,062 Patient Days of Care

170 Births

13,289 Rehab Therapy Hours

36,051 Radiology Services

150,159 Lab Procedures

316,299 Pounds of Laundry

Copley's New Board Members

Copley welcomed three Lamoille County residents to our Board of Trustees in 2024. Before joining the Board, Bethany “Beth” Salvas of Elmore, Francis D. Landrey of Hyde Park, and James “Jim” Hodge, PhD, of Stowe served as members of the hospital’s Friends of Copley Program.



Jim Hodge, Beth Salvas and Francis Landrey

Deborah Pomeroy, Chair of Copley’s Governance Committee, says: “The Copley Board of Trustees is always looking to increase community engagement and support by encouraging community members to become Friends of Copley. Hospital volunteers, community members on hospital committees, and members of the Board of Trustees are drawn from the Friends of Copley. We are delighted to welcome Beth, Jim, and Francis as our newest Trustees.”

» **Beth Salvas:** A native Vermonter, Beth was born at Copley Hospital and has spent most of her life and career in Lamoille County. Her early professional years were in hospitality, primarily in front desk and customer service positions, including at StoweFlake Resort as Convention Services Manager, and at Concept2, where she worked for 13 years on the Customer Service Team.

In 2005, Beth joined the human resources team at Manufacturing Solutions Inc., where she worked in several capacities including sales and marketing and strategic planning, before becoming President and Co-Owner. In keeping with her interest in healthcare, she has developed a health and wellness program that introduces employees to acupuncture, physical therapy, reiki, nutritional programs, and chiropractic medicine. Her appointment to Copley’s Board is partially in recognition of those efforts.

“I am a believer in people taking ownership of

their personal health through thoughtful lifestyle choices and healthy living, and I hope to bring some of that knowledge and enthusiasm to my work on the Board.”

» **Francis Landrey:** A Pennsylvania native, Francis graduated from Colgate University and Boston University School of Law. He was admitted to the New York Bar in 1978, and, after clerking for a judge on the U.S. Second Circuit Court of Appeals, spent 40 years with Proskauer Rose, LLP, a law firm in New York City. Francis retired in 2017. He and his wife, Maureen Kilfoyle, moved to Vermont in 2018, in part, to be closer to their daughter, an Internal Medicine Specialist practicing in Hardwick.

During his career, Francis represented and advised several small community hospitals in various legal matters, which he says gave him a deep appreciation both for the challenges they face and the important role they play in their local communities. For nine years, until 2020, Francis served on the Board of Trustees for Hartwick College in Oneonta, NY, including six as Board Chair.

“I am grateful for the opportunity to use whatever knowledge and skills I have to help keep Copley strong and independent.”

» **Jim Hodge, PhD:** A New Jersey native, Jim earned his bachelor’s degree in economics at Kenyon College in Ohio and his doctorate in economics at the University of Chicago. He served as an economist for the Federal Reserve Bank of New York and then as economist with IBM before moving into Corporate Finance, eventually serving as Assistant Treasurer, overseeing financial risk management programs and capital market transactions. In 2001, Jim joined AT&T, where he helped guide the company through a financial restructuring process.

After acting as an independent consultant, Jim joined the business software company CA Technologies in 2007, first as Treasurer and then as Controller. He also was an Adjunct Professor of Economics at New York University (NYU), where he taught microeconomics and mathematical economics to first-year graduate students.

“My specialties,” he said, “include helping organizations develop the financial strength and ability to meet their goals while aligning their resources to ensure sustainability. I look forward to doing what I can to help Copley in that process.”

Partnership for Progress

Copley Helps Launch the New England Collaborative Health Network

In May 2024, Copley Hospital joined with Northwestern Medical Center in St. Albans and Brattleboro Memorial Hospital to launch a groundbreaking partnership: the New England Collaborative Health Network (NE-CHN). This forward-thinking initiative aims to address the economic and operational challenges facing rural healthcare providers while ensuring high-quality, local care remains accessible in the future.

At its inception, the Collaborative announced three primary objectives: to make member hospitals and health systems more economically sustainable by maintaining an appropriate cost structure; to

Hospital, and Aaron Kramer, CEO of Adirondack Health, reported immediate cost savings and long-term opportunities to enhance operations. “The healthcare industry is changing and transforming at an unbelievable pace,” Kramer noted. “As frustrating and unpredictable as that may seem at times, there really are only two options available to small rural hospitals: We can adapt, or we can be left behind. NE-CHN provides a structure that will not only help us adapt, but also thrive.”

Peter Wright, CEO and President of Northwestern Medical Center, described the Collaborative as transformative. “Being a member



“At Copley alone, the Collaborative will save us over \$1 million annually.”

— **Joe Woodin**, Copley CEO, (center), shown with **Chris Dougherty**, CEO of Brattleboro Memorial Hospital (left) and **Peter Wright**, CEO of Northwestern Medical Center.

provide economic stability that would enable members to maintain independent governance; and, through cost savings and collaborations, to keep healthcare local. On Sept. 12, Cottage Hospital of Woodsville, NH, and Adirondack Health of Saranac Lake, NY, also joined the Collaborative.

NE-CHN offers independent hospitals and health centers the advantages of a large health network that is not focused on rural care—such as group purchasing and shared administrative resources—without sacrificing local control. The Collaborative is committed to clinical excellence, affordability, and economic sustainability.

“By sharing resources and consultants, exploring group purchasing options for items like insurance and equipment, aligning clinical policies, and managing emergency needs together, we anticipate saving millions of dollars,” said Copley CEO and NE-CHN Board Chair Joseph Woodin. “These savings can be reinvested into infrastructure and other key initiatives to benefit our communities.”

For member hospitals, the impact has already been significant. Holly McCormack, CEO of Cottage

of the New England Collaborative Health Network has been a transformative experience,” he said. “The Collaborative’s shared resources and innovation has strengthened our hospital and set us up for success.”

The urgency of these efforts was underscored by Dr. Bruce Hamory, a consultant with Oliver Wyman and Associates, who helped lead a study prompted by Vermont’s Act 167. “You’ve got three to five years to figure this out,” Hamory cautioned Vermont’s rural hospitals. “You don’t have five years to talk about it.”

As a founding member, Copley Hospital is playing a pivotal role in shaping NE-CHN’s success. “We are thrilled to welcome Cottage Hospital and Adirondack Health to the Collaborative,” said Woodin. “Their addition strengthens our network and expands opportunities for shared solutions among members. At Copley alone, the Collaborative will save us over a million dollars annually. By sharing equipment, services, and costs such as insurance, we not only bolster each other’s capabilities but also ensure that we remain vital to our communities for generations to come.”

COPLEY HOSPITAL'S COMMITTED VOLUNTEERS

Edna Snow & Lois Keith: Woven Into the Fabric of Copley

Vermont is known for its villages and small towns, each with its own traditions, notable people, and unique characteristics. Over time, people get to know one another - they look out for one another - and they come to appreciate the special qualities that make their corner of Vermont a place they are proud to call home. And right here in Morrisville, there are two very special women who embody that Vermont hometown spirit.

Edna Snow and Lois Keith came to Morrisville decades ago. Lois, who grew up in Tunbridge, Barre and Williamstown, found her way to the Keith Family Farm (Elmore) after graduating from Johnson Teachers College (now VTSU) and marrying Norman Keith; Edna, who grew up in Randolph, met her husband Richard at the Vermont Aggie School (Vermont Tech, now VTSU). "I met him there and I followed him here," she laughed, "and I've been here ever since." And both women - best friends and now in their 90s - have woven themselves into the fabric of Morrisville and Copley Hospital through their tireless work and volunteer efforts over the years, especially at the Second Chance Thrift Shop and serving on the Copley Hospital Auxiliary Board.

How did they find the time to do it all, raising kids and working on a farm? Neither one will give you a direct answer. "There really is no 'how did we do it' and there really is no 'why did we do it,'" they'll

both tell you. All they'll tell you is that Morrisville needed (and still needs) a good hospital and when opportunities came along over the years to make that happen, they took advantage of



Edna Snow and Lois Keith

them. It was that simple. Never mind that during those years they were getting up before dawn to help manage their family farms, get their kids off to school, bring in the firewood, feed the jerseys, milk the holsteins, and keep on top of the myriad of other chores associated with farm life. Despite their busy schedules and family routines, Edna and Lois always found time to bake a few pies, make cookies for their church's annual cookie walks, serve at



Top: Edna and Lois with Auxiliary members Sarah, Ruth Ann and Denise at the Mother's Day bake sale. **Bottom:** Copley Hospital's Auxiliary Board, Front row (l to r) Edna, Lois and Judy. Back row (l to r) Tana, Denise, Sheila, Sarah, Lucy, Judy and Barbara.



chicken pie suppers, organize bake sales, and raise money for Copley Hospital.

But that's not where the story ends. Over the years, Copley Hospital has woven itself into the fabric of their lives, too. They delivered their children here. They stopped in to check on friends and neighbors when they were patients of the hospital. And one day, Lois's grandson was brought in complaining of a stomach ache that wouldn't go away. (The doctor removed his appendix later that night). "It is so important for rural areas such as ours to have a high-quality hospital," Edna said. "If we had to drive 50 miles every time we needed care, there's a lot of folks around here who wouldn't be in very good health. I'm very grateful for Copley and it's why I volunteer my time."

As already noted, Lois and Edna are best friends and have known each other for many years. Their farms were only a mile or so apart, and they often found themselves volunteering

Copley's Volunteers Make All the Difference

Copley's Manager of Volunteer Services, Samantha Diaz, has had a busy couple of years. The Junior Volunteer Program she resurrected and instituted just a year ago has grown from four to 12 students, and from summers only to year-round.

"I couldn't be happier with how the program is unfolding," she said. "In just two years we've grown from a small 10-week summer program to a year-round opportunity for students who are interested in learning about the healthcare field. This fall, five of our Junior Volunteers stayed on to continue helping out on a regular basis, and more plan to return during the school year to help with special events."

Students have helped out mostly at the information desk or behind the scenes, but as the program has grown more robust, a number of departments have expressed an interest in bringing a student volunteer onboard. "We added three more departments this past summer," Diaz said, "and interest continues to grow."

Students who participate in the program commit to a recurring 3- to 4-hour volunteer shift each week and are assigned to areas based on their interests and skills, along with requests from hospital departments.



Top: Junior Volunteer Rosie.

Bottom: Samantha Diaz manages the growing volunteer program at Copley.

To contact Sam: 802-888-8125 or by email at sdiaz@chsi.org



"What's been really gratifying," Diaz said, "is seeing the impact students have on patients. Many patients seem to 'chipper up' when the students are around. They make small talk and laugh, and it's really been fun to watch."

Going into year three, Diaz hopes to grow the number of high schools participating in the program. "We started out with one or two schools," she said. "Now we're up to six, and my hope is to bring a few more on board in the coming year. I can't think of a better way for students to learn about the healthcare field and possibly find a career right here in Lamoille County when they graduate."

But students aren't the only volunteers contributing to Copley's success and family feel. "We have so many dedicated community members who come in every day to share their time, talents, experience or expertise," Diaz said. "Copley simply wouldn't be what it is without them. We logged 4,588 total on-site volunteer hours during this past year alone. Can you imagine where we'd be without all these wonderful people?"

Whether they're 17 years old or 77, Copley's Volunteer Corps is part of what makes this a true community hospital. And if you've ever thought about volunteering yourself, Samantha Diaz would love to hear from you.

on the same committees or attending the same activities. Sometimes it was preparing and serving free meals at the Methodist Church. Sometimes it was organizing a bake sale. Other times it was sitting in someone's living room enjoying a Home Demonstration. "The Home Demonstration Clubs were especially fun," Lois said. "We'd learn about all sorts of things such as gardening, canning, and sewing. It was a government program, I think, but it was a chance to bring people together. And of course, plan for our next bake sale."

Jill Baker has worked at Copley for 29 years, and during that time she's been in awe of the energy that Lois and Edna bring to their endeavors. "Edna ran the Second Chance Thrift Shop for 16 years," Jill said, "and for a number of years, Lois did the books. It is so great to have them on the Auxiliary Board because they know how important Copley is to our

community. They're our best cheerleaders when it comes to fundraising appeals, equipment purchases, and building projects. They are not afraid to ask questions and if they feel that a project is the right fit, they'll work tirelessly to make it happen. They are such an asset, not just to Copley Hospital, but to the entire Morrisville community."

There are plenty of late afternoons both can be found working on a project or simply lending a hand. But if you ask them whether they ever think about slowing down, a puzzled look crosses their faces. "We don't have time to slow down," Edna said. "There's too much that needs to get done and as long as we can still find our way home, we'll keep on going."

Thank you, Lois Keith and Edna Snow, for all you do and for all you've done over the years. Copley Hospital wouldn't be Copley Hospital without you.

Year in Review

JANUARY



Welcome First Baby of 2024

We were pleased to welcome the first baby of 2024 on January 2. Proud parents Rebecca Girard and Jeffrey Oliveira of Salem, MA, chose to return to Copley to have their second child, Andre, after receiving exceptional care during the pandemic with the birth of their first child, Yvon.

Program Supports Nonprofits

Jeans Friday, a program where employees can wear jeans on Fridays for \$5/week, supports local Lamoille Community Food Share with a gift of \$800.

Technology Improves Efficiency

Copley's Respiratory Therapy Department uses a barcode scanner for the EKG machine, which allows patient data to be scanned and transferred quickly and accurately into the electronic medical record.



FEBRUARY

Copley Hosts Annual Meeting

Seventy attendees enjoy highlights from 2023, ratified the election and renewal of individuals to the Board and committees, and were given an update on operations. Evening presenters, Orthopaedic Surgeon Dr. Bryan Monier and General Surgeon Dr. Sarah Waterman gave presentations on advances in joint replacement and rural surgery.

Empowering Patients for the Best Possible Outcomes

Providers and patients at Mansfield Orthopaedics have experienced the many benefits of Force Therapeutics, a virtual care platform dedicated to improving outcomes, streamlining the surgical experience, and helping everyone efficiently navigate pre- and post-operative care, for three years. During that time, more than 2600 patients have registered to use the patient engagement system.

Keeping Employees Informed

CEO Joseph Woodin and CFO Jeff Hebert highlight the challenges, including the current financial situation, and opportunities facing Copley to staff.

Below: Max, Sue and Barbie, at the hospital's annual meeting, are Friends of Copley and also volunteers at the information desk.

MARCH

Work Begins on Infusion Center

The former Respiratory Therapy area is being transformed into a newly expanded Infusion Center. The area has been gutted and walls are going up. The project includes a skylight allowing for natural light in the gathering area. On this early morning, supplies for the skylight are being lifted to the roof top.



Filling an Unmet Community Need

The Occupational Therapy Team continues to learn new ways to improve patients' quality of life. The team offers a full range of services, caring for hands, brain injury, and orthopaedic and neurological conditions. They also were certified in the treatment of Parkinson's Disease to help patients improve limb control, balance, and walking.

Training Fills Community Need

Nurses Jessamy Pratt, from the Women's Center, and Charlie Mayhew, from the Medical-Surgical Unit, completed extensive coursework and 40-hours of training to become certified forensic nurses, so Copley can now provide the Sexual Assault Nurse Exam (SANE) to community members in need.

APRIL

Laboratory History

Mads, a Medical Laboratory Scientist, had a mission of collecting rare and outdated laboratory equipment for what would become a display of laboratory evolution. Even the cabinet that would house the antiques had some age. The creation of history included Bunsen burners, test tubes, cylinders, old microscopes, scientific tools and other old labware.

Green Mountain Care Board Approves Mid-Year Rate Increase

While not enabling Copley to achieve the positive operating margin that the requested 12.7% might have, the 7% rate increase approved by the GMCB is projected to bring Copley closer to break even for the fiscal year.

Staff Eye a One-Time Event

Many Copley staff, patients, and families were able to watch the total solar eclipse from their windows, the parking lot, or the Copley Green.



Some of our Emergency Department staff catching a glimpse of the eclipse.

MAY

Copley Celebrates Hospital Week

Each year, Copley spends a week celebrating what makes us special – our employees. Each day has a special theme with fun activities for all. Employee achievements, special milestone years of service, and other honors were recognized. Charlie Mayhew, RN, Medical-Surgical Unit, received the Edward French Memorial Award for Nursing Excellence; Fred Druck in IT received the Goddard Family Award, for excellence in a non-nursing position; and Jill Baker in Development, Marketing and Community Relations was named Employee of the Year.



Orthopaedic Surgeon John Macy, MD with long-time employee Ann Boyea at the Employee Banquet.

Copley Auxiliary Luncheon & Gift

Forty Auxiliary members and guests gathered for their annual spring luncheon at River Arts, and enjoyed a presentation by Mansfield Orthopaedics foot and ankle specialist Dr. Bryan Monier. The Auxiliary gave a \$20,000 gift to the new Mansfield Orthopaedics medical practice building in Waterbury.

JUNE

Fundraiser a Success

The 2024 Stowe Art, Wine and Food fundraiser was the most successful in the event's three-year history, with \$69K in gross revenue. Proceeds helped fund bedside monitors for the Emergency Department.



Dr. Bryan Monier with father Jules and Copley CRNA Mike and wife Jaime.

Staff at LACiNg up for Cancer

Copley's Team Prevention Posse spent a day walking with 61 other teams to raise funds for Lamoille Area Cancer Network. Guest speaker, General Surgeon Sarah Waterman, MD spoke about cancer care and the importance of community support.



Copley Remembers a Friend

Friends, family and staff remembered long-time friend Gary Poff with a memorial bench outside the Rehab entrance, where Gary's relationship with Copley began.

Measuring the Quality of Surgery

The National Surgical Quality Improvement Program (NSQIP) has developed metrics comparing the quality of surgery across more than 700 hospitals in the U.S. Copley performed significantly better than the NSQIP average for our complication rate, post-op infection rate, and 30-day readmission rate.

Year in Review

JULY

Copley Scramble Raises \$26,000

Sixty-eight participants enjoyed a perfect summer day of golf at the Copley Country Club in support of the purchase of bedside monitors for the Emergency Department.

Infusion Center Cuts Ribbon

Fifty former patients and other community members gathered to celebrate the official opening of the William B. DeLaney Infusion Center.

Subaru Dealer Donates Blankets

Copley's Infusion Center received the gift of warmth from 802 Subaru in Berlin as part of the Subaru Loves to Care initiative.

Act 167 Findings Shared

The Green Mountain Care Board's consulting firm presented a summary of findings on the cost, access, and quality of healthcare in our community and answered questions ahead of sharing their recommendations with the GMCB.

Team Copley Walks in Parade

Employees and their families walked in Morrisville's "Hometown Heroes" parade to celebrate July 4th and our community spirit.



OR's Bizz going for the birdie.

AUGUST

Former Trustees Come for Lunch

During an annual meeting, Joe Woodin updated former trustees on the hospital, Act 167 recommendations, the new New England Collaborative Health Network, and Green Mountain Care Board budget hearings.



Mansfield Orthopaedics patient Jay Pilcer with John Macy, MD.

Mansfield Orthopaedics Opens New Waterbury Building

Providers and staff were joined by patients, donors, Copley Trustees, and leaders to the ribbon cutting of the new medical office building, located just one mile from Vermont Interstate 89, which will help Copley meet the growing demand for orthopaedic and podiatry services.

SEPTEMBER

Radiology Sees Upgrades

Renovations in Radiology make way for a new fluoroscopy machine, which includes a new X-ray unit and adjustable examination table.

Green Mountain Care Board (GMCB) Approves 3.4 % Increase

The 3.4% budget increase approved by the GMCB for most hospitals across the state is significantly less than our request – which makes the Collaborative essential.



Healthcare memorabilia for patients and visitors to enjoy.

Smaller Projects Make Big Impact

While bigger projects continue around the campus – so too do the smaller ones. A fresh coat of paint was added to the main hall giving it a new look, memorabilia cabinets were added showcasing some Copley history, and new plants were added to the link area giving warmth to the passthrough.

Working to Improve Outcomes

In evidence of Copley's commitment to innovation and improving patient outcomes, we adopted the Resuscitation Quality Improvement® training program to help staff maintain mastery in CPR.

OCTOBER

Annual Gravel Moxie Ride a Hit

The 4th annual Moxie ride took place during peak foliage, with 113 riders pedaling over 3,300 miles. The \$15K proceeds from the event put us over the finish line for our bedside monitors campaign for the ED.



Auxiliary Thanks Board Chair

During the Auxiliary's fall meeting, the Board thanked Judy Shanley for her many years of leadership as the Chair. Judy handed the reins to Denise Dalmasse and Sarah Dungworth.

Foot Care in Good Hands

Copley's foot care program transitioned from long-time provider Peter Kramer to Michaela Cornbrooks and Nichole Ritchie. Both hold doctorates in Physical Therapy from UVM.

Having Some Spooky Fun

Copley staff dressed the part and strolled down Doctor Tinker Street for residents at the Manor and Terrace to enjoy as part of the annual Halloween parade. Below: Clinical folks from the Medical-Surgical Unit entertained us with a little Hocus Pocus.



NOVEMBER

Local Leaders Join Board Retreat

Trustees and Copley Leadership were joined by hospital and health organizations CEOs, CFOs, and Board Chairs from around the region. Discussions focused on what can be accomplished through membership with the New England Collaborative Health Network (NE-CHN). From insurance to group purchasing to sharing staff, attendees learned the efficiencies and savings that can be achieved by joining the Collaborative.



Bake Sale Breaks Record

The Copley Hospital Auxiliary's Thanksgiving bake sale was held on November 26 and hit an all-time record, earning \$1,218! Pies were coming and going before hitting the table. The Auxiliary is grateful for the support of the many volunteer bakers, including Junior volunteers and students from nearby Stowe High School!

DECEMBER

WWI Print Joins Art Collection

"The Greatest Mother in the World" poster was a highly effective propaganda tool during World War I that encouraged women to join the Red Cross and support the war effort. Thanks to a generous donor, one of the original prints dating back to 1918 is part of the hospital's art collection.

Copley Begins Holiday Craft Fair Tradition

Many stopped into Copley to shop during our first Holiday Craft Fair on December 14. Visitors found a wide variety of arts and crafts including dried flower wreaths, swags and angels; hand bags, tote bags, ceramics, crochet items and more.

Staff Enjoy Annual Holiday Social

The annual holiday social was enjoyed by many. This afternoon gathering brought staff together to celebrate the upcoming holidays while enjoying a delicious spread of hors d'oeuvres provided by our Food Services team.



Birthing Center nurse Steffany topping her bread pudding.

Welcome — New Faces at Copley



Rachel Greene, RN, RNP-C, DNP, *Neurology*

Rachel completed her Doctorate in Nursing Practice at the University of Vermont. Prior to Copley, she worked at Central Vermont Medical Center Family Medicine where she provided a full spectrum of care to patients of all ages including the management of those with a variety of neurologic conditions. Rachel works closely with Neurologist Jeanmarie Prunty, MD with a focus on caring for patients with headache disorders.



Ethan Harlow, MD, *Mansfield Orthopaedics*

Orthopaedic Surgeon Ethan Harlow joined the Mansfield team working closely with John Macy, MD, Copley's Chief of Surgery. Dr. Harlow is a fellowship-trained, board-eligible orthopaedic surgeon specializing in the treatment of all shoulder disorders. Dr. Harlow earned his Bachelor's in Biomedical Engineering from Boston University before attending the Larner College of Medicine at University of Vermont. He did his residency in Orthopaedic Surgery at Case Western in Cleveland, OH, and then completed the Cincinnati Shoulder and Elbow Fellowship. Additionally, he trained in shoulder surgery in France with Drs. Valenti and Boileau.



John Howell, *Food Services*

John joined our team in November as Manager of Food Services. For the past 12 years, John has overseen the Manor's Food Services Department most recently in the role as Director of Hospitality. In addition to managing staff, he created and reviewed menus, monitored compliance with state health/safety inspections as well as created seasonal specialty dishes. John brings a solid culinary experience to Copley.



Kristen Lanpher, PA, *Hospitalist*

Physician Assistant Kristen Lanpher is the newest member of the Hospitalist team. Her prior experience includes Clay Consulting, St. Johnsbury Health and Rehabilitation and UVM Medical Center. She received her Bachelor of Science from the University of Vermont followed by her Master of Science degree in Physician Assistant Studies at the University of Bridgeport in Bridgeport, CT.



Patricia Launer, *Quality*

In August, Patty Launer joined the Quality team as Infection Preventionist. Born in Middlebury, raised in Rutland, educated at UVM (and later at Castleton State College), Patty has spent the bulk of her career in nursing and in improving the quality of healthcare for patients throughout the state. In addition to Dartmouth Hitchcock and Fletcher Allen hospitals, where she worked as a staff RN, she served as a Quality Improvement Specialist at Vermont Program for Quality Healthcare. Patty is certified in Healthcare Quality and in Infection Control.



Karen Lencke, CNM, FNP-BE, *The Women's Center*

A native Vermonter, Karen joins midwives Kipp Bovey, April Vanderveer and Mary Lou Kopas and OB/GYN's Robin Leight, MD and Michael Silverberg, DO. Karen is passionate about providing a welcoming space for all and believes good listening skills are the foundation of good health care. Her clinical interests include reproductive health, gender-affirming and LGBTQ+ care, and holistic care. She received her Bachelor of Nursing from Boise State University, Boise, ID and her Nurse-Midwifery, Family Nurse Practitioner from Vanderbilt University, Nashville, TN.



Vishal Shah, MD, *Hospitalist*

Dr. Shah joined the Hospitalist team in February. He was born in India and raised in Texas. Dr. Shah earned his medical degree at the University of Vermont and completed his residency at UVM Medical Center. Following his residency in Internal Medicine, Dr. Shah began his career as a Hospitalist. His primary goal is to make loved ones and families feel comfortable, to communicate clearly, and to share strategies for preventative care that can help patients stay healthy and at home.



Michael Silverberg, DO, *The Women's Center*

Dr. Silverberg joined OB/GYN Robin Leight, MD, and team of certified nurse midwives of the Women's Center. Dr. Silverberg offers a full range of education and preventative women's health services, family planning and contraception counseling, high risk obstetrics and postpartum care, abnormal uterine bleeding and menopause management, and full scope gynecologic surgeries with a focus on minimally invasive procedures. He received a dual Medical and Masters of Business Administration degree from Kansas City University and Rockhurst University. He completed an Obstetric and Gynecology residency at Einstein Medical Center in Philadelphia, PA.

The “Incurable” Side of Rusty DeWees

Rusty DeWees is an incurable optimist. His stories, songs, and jokes have entertained audiences throughout New England and beyond. Former Vermont Governor Jim Douglas once commented that “we should never take ourselves too seriously, and Rusty makes sure that we don’t.” So what happens when an incurable optimist gets diagnosed with an incurable illness? If you’re Rusty DeWees, you bring your stories, songs, jokes, and incurable optimism with you to Copley’s new Infusion Center.

Rusty learned he had prostate cancer after living with symptoms for much longer than he should have. “We’re talking years,” he says. As

hear. From there he met with Copley Oncologist Dr. Ospina, got a series of X-Rays and an MRI, and discovered that his cancer had in fact spread beyond the prostate.

“That’s when you start thinking the worst,” he says. “You imagine it’s spread to your brain and vital organs. You start wondering how many years, or months, you have left. So then when they tell you, ‘hey, here’s what you have, advanced prostate cancer and it’s very treatable,’ it almost feels like good news.”

You might have to actually be Rusty DeWees to look at prostate cancer as good news, but he credits his positive outlook, great foundational health, the incredible care he received, and the people he met at Copley as the reasons behind his now being in full deep remission.

“I went through radiation, chemotherapy, and presently continue with hormone therapy – what they call the XYZs of cancer care – under the extremely careful eyes of some of the kindest and most talented people I’ve ever met,” he says. “But cancer care at Copley is not just ‘XYZ and call me in the morning.’ It’s delivered in an intimate, calm, loving, family feeling setting. And it so happened – my luck – that the nursing staff in the oncology suite are women who are welcoming, thoughtful, talented, and at this point, good friends. I watch how they take care of patients and it’s moving. My oncologist’s nurse practitioner, Laura Drenen, gave me her cell phone

number and told me to call her if I needed anything, at any time, which I did, and she always got back to me. Once she told me that the scary side effects I was experiencing were normal, I felt better. Literally, I just needed to hear Laura’s voice. After my chemo course ended, I was back to what you might call ‘normal life.’ But thanks to my Copley team, I actually maintained a mostly normal life during my deep therapies. Now I’m going from 7am to 11pm, full stroke.”

While Rusty sat receiving his infusions, he thought about what he’d been through and how his life might adjust. “What I have is incurable,” he says, “but it’s treatable. At some point – maybe it’ll be 20 years, 20 months, or 20 days – the cancer could return and we’ll punch it down again. But right now I’m happy living in the present.”



Rusty DeWees joined by Becca, Karen, Laura and Heather at the infusion center's ribbon cutting ceremony.

someone who has always been healthy and strong, he shrugged off the growing discomfort he was feeling and simply went on with his life. “Don’t get me wrong,” he says. “I’m not one of those guys who refuses to see a doctor. But because I was in such good shape, the docs and I just chalked up my symptoms to getting older. But eventually I realized that what I was feeling was more than just getting old. Something was wrong.”

Rusty’s next steps were the usual steps a person takes to find out what’s going on inside. He spoke with his doctor who recommended he see a urologist. The urologist did a biopsy and came back with some not so great news: he was a “Gleason 8.” A Gleason score of 8 indicates advanced prostate cancer that most likely has spread to other parts of the body. Not the diagnosis he was hoping to

Founder of Copley Rehabilitation Services Retires

Peter Kramer, founder of Copley’s Rehab Services, trusted caregiver, and friend to all, retired this year after half a century of caring for thousands of families, some over several generations. Having reached the age of 80, Peter’s plans now include some travel and local volunteer work.

“I am so grateful for the opportunity to have cared for so many in our community over the years,” he said, “and to have worked with such dedicated therapists and the wonderful staff at the hospital. It has been a particular pleasure to have seen

staff were in nursing homes and schools, and services had expanded to include everything from occupational therapy to athletic training and foot care.

Peter also led the fund drives to expand the footprint of the rehab department, not once, but twice. He was instrumental in organizing successful employee giving campaigns and assisting the Development Office through his work on the Foundation Committee, where he raised funds for various campaigns.

By the time Peter turned 65, he realized he was spending his days doing bookkeeping and budgeting, not the career goal he had in mind. He stepped down as director of rehab and worked directly with patients for another 15 years!

“The respect I have for Peter’s drive and ambition cannot be understated,” said Jill LaRock, former Director of Rehabilitation and current Executive Director of Clinical Ancillary Services, who Peter hired in 2007. “The fact that he grew the Rehabilitation Department from nothing while



working full-time elsewhere is a monumental accomplishment.”

Another of Peter’s hires, current Director of Rehabilitation Craig Luce, adds, “Many of us have Peter to thank for the skills we have today. Even in retirement, he will continue to be the heart, soul, and moral compass of Rehab.”

What will Peter remember most about his 50+ year career at Copley? “The most gratifying part of my job is seeing so many people living happier, less painful, and more mobile lives because of the work we do in rehabilitation.”

Congratulations, Peter, on your years of service, and from the bottom of our hearts, thank you!

“Even in retirement, Peter will continue to be the heart, soul, and moral compass of Rehab.”

— **Craig Luce**, current Director of Rehabilitation

the expansion of PT over the years, but more importantly, to have had a hand in it!”

Peter started at Copley as an independent contractor in 1973. As word of his practice grew, so too did rehabilitation services at Copley. By 1991, Peter had started clinics in Cambridge, Hardwick, Stowe, and Waterbury. Rehab



These days, Copley’s Infusion Center has become more than a place for treatment. It’s become the latest stage on which Rusty DeWees is reminding us not to take ourselves too seriously. In his online biography, he says that he tries to keep his fans and audiences laughing until, as he puts it, “their backs get better.

I bring my guitar to the infusion suite now at least once a week, just to have fun with my team. I had my most recent check up on Christmas Eve and I brought in my guitar, peanut butter, and fluff for the entire staff. I always enjoy my performances more,” he says, laughing, “when I’m in love with my audience.”

Radiology Steps Into “the Now”

New Equipment Brings Radiology Department into the Best of Patient Treatment



The Radiology Department at Copley has been on a journey. A long journey. Over the past three years, the department has upgraded its technology, renovated its physical space, and improved its ability to meet the volume of patients seeking its services.

“I don’t like to be dramatic,” says Jill LaRock, Executive Director of Clinical Ancillary Services, “but it wouldn’t have been a huge stretch to call some of our older equipment ‘ancient.’ It was fine for its day, but as technology advanced, especially in radiology, we continued to ask more of our aging equipment than it was designed to do. But that’s all changed now. We literally have made updates and upgrades to nearly every piece of equipment in the area.”

According to LaRock and Director of Radiology Michael Gilliam, it all started with the new MRI machine and construction of the new MRI suite. “We went from having the oldest machine in the state, located in a trailer attached to the rear of the building, to the latest technology and probably the nicest, patient-centered treatment area we’ve ever seen,” they said.

From MRI to breast health, Copley’s commitment to women’s breast health lead to a successful fundraising campaign to purchase stereotactic breast biopsy equipment. This type of biopsy is recommended when the radiologist sees a suspicious abnormality on a mammogram that can’t be felt in a physical exam. The procedure, performed by general

Above: The CombiDiagnost is a fluoroscopy system in combination with high-end digital radiography (x-ray).

surgeon Sarah Waterman, MD uses mammography to precisely identify and biopsy an abnormality within the breast. The addition of this technology ensures patients receive a precise diagnosis close to home.

Following that came updates to the hospital’s ultrasound machines. With the purchase of two GE Logic series machines, Copley’s sonographers can now image a wider range of patients and exams, allowing doctors to recommend treatment for a broad spectrum of conditions as well as perform some ultrasound guided procedures.

On the heels of that purchase, LaRock noted, came

the new CT Scanner and renovations to the CT Scanning treatment space. “That was a huge improvement,” she said, “because it took our imaging capacity to a significantly higher level. We went from a scanner that produced a 40-slice image to one that produces 160-slices, vastly improving our providers’

replace an aging model later this year that will continue to advance image quality beyond the newly replaced imaging rooms directly to the patient’s bedside. Excitingly, this new portable technology will have a pediatric wrap making it less intrusive for younger patients already uncomfortable in the

Following a PACS system upgrade, Picture Archiving and Communication System, Copley contracted with Dartmouth Hitchcock’s Radiography Services to provide radiological (image) reading services and report of findings. “This affiliation means when necessary, specific images

“We went from having the oldest machine in the state, located in a trailer attached to the rear of the building, to the latest technology and probably the nicest, patient-centered treatment area we’ve ever seen.”

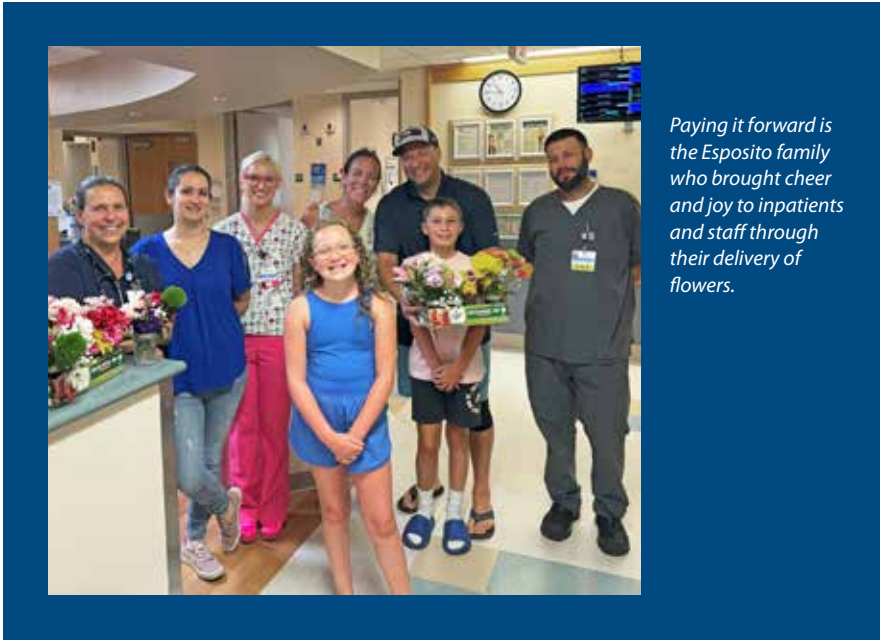
ability to see what’s going on inside a patient’s body.”

But the upgrades didn’t end there. This past fall, additional renovations were made to make room for a new fluoroscopy machine, which includes a new X-ray unit and adjustable examination table. “Fluoroscopy is a type of imaging procedure that uses X-ray beams to take real-time images of tissues inside a human body.” Gilliam said. “It is used to help monitor and diagnose certain conditions and provide imaging guidance for certain procedures. As well, the new equipment provides clearer images, a better patient experience, and more ergonomic options for providers.” Copley, Gilliam added, is one of the first adopters of this kind of equipment in New England.

Current projects underway include a fully redesigned diagnostic X-ray room utilizing the latest technology from Philips that will dramatically improve routine and trauma imaging with a consistent vendor platform within the department. A fully redesigned portable X-ray machine will

hospital environment. “Finally,” LaRock noted, “we purchased a new, fully digital ‘C-Arm’ for the operating room. A C-Arm is a maneuverable medical imaging device that uses X-rays to produce high quality images of the body’s internal structures during invasive medical procedures from nearly any angle, making it easier, more convenient, and more ergonomic for doctors to diagnose and treat difficult cases.”

are being read by radiologists in a specialize field such as Neurology,” said LaRock. All in all, both LaRock and Gilliam noted, the renovations and new equipment in the radiology area are allowing the radiology staff to meet the steady volume of requests that come its way. “We are in great shape now, and looking ahead to improving our response time as well as increased volume.”



Paying it forward is the Esposito family who brought cheer and joy to inpatients and staff through their delivery of flowers.

Employee Milestone Anniversaries

Celebrating Health Care Heroes has become a tradition at Copley during National Hospital Week held in May. In a heartfelt speech, Copley Rehab’s Director, Craig Luce expressed his gratitude for Peter Kramer’s long-standing loyalty and dedication to his patients and community.

ANNIVERSARIES



50 Years of Service

Peter Kramer, PT, Rehabilitation Services, was honored for 50 years of service during Hospital Week.

Above, Peter Kramer with wife Linda.

40 Years of Service

Doreen Cleary, MLT, Laboratory

35 Years of Service

Laura Denton, LNA, Medical-Surgical Unit

30 Years of Service

Robert Crum, Environmental Services

25 Years of Service

Sarah Black, Health Information Management
Angela Lamell, Accounting
Terry Phillips, RN, Surgical Services

20 Years of Service

Leslie Martin, Medical-Surgical Unit
Albena Nasseva, RN, Surgical Services

15 Years of Service

Leta Karasinski, LNA, Emergency Department
Laura Drenen, NP, Infusion Center
Rebecca Whitaker, LNA, Medical-Surgical Unit

AWARDS AND RECOGNITION

In addition to celebrating employee milestones, Copley’s President and CEO Joe Woodin along with Copley Medical Staff President, Travis Knapp, CRNA present awards. Woodin described this year Employee of the Year, Development and Marketing’s Jill Baker, as one who embodies the Copley family. “She is not only the face of Copley, she’s the voice of Copley. We are so fortunate to have her on our team!” On behalf of the medical staff, Knapp presented two prestigious awards: the Edward French Memorial Award and the Goddard Family Award.



Copley’s 2024 Employee of the Year Jill Baker pictured with Travis Knapp, CRNA; Anne Bongiorno, Board Vice-Chair; Kathy Demars, Board Chair and Nan Carle Beauregard, Trustee.

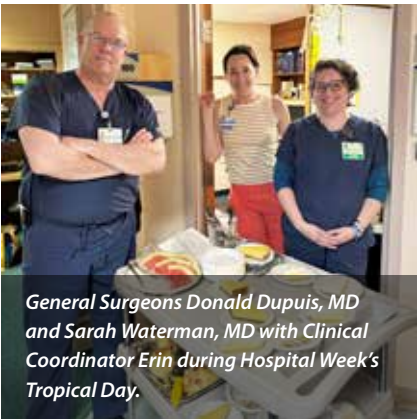


Information Technology’s Fred Druck is honored with the Goddard Family Award, which recognizes excellence in a non-nursing position.



Copley Medical Staff President, Travis Knapp, CRNA presents Charlie Mayhew, RN with the Edward French Memorial Award, an award that recognizes nursing excellence.

HOSPITAL WEEK HIGHLIGHTS



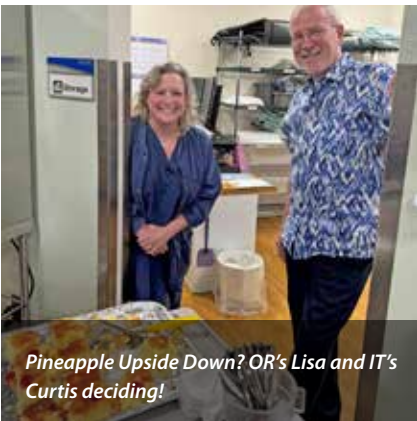
General Surgeons Donald Dupuis, MD and Sarah Waterman, MD with Clinical Coordinator Erin during Hospital Week’s Tropical Day.



OPD’s Pam, Liz, Kyle and Brett breaking for the Employee BBQ.



EVS’s Jerica serving up donuts.



Pineapple Upside Down? OR’s Lisa and IT’s Curtis deciding!

Master Facility Planning Takes Center Stage



An often-quoted yet timeless adage states: Fail to plan, or plan to fail. At Copley Hospital, planning for the future is a cornerstone of our mission. Our confidence in the years ahead stems from this proactive approach, coupled with the unwavering support of the communities we serve.

What is Master Facility Planning (MFP)? It’s a dynamic and strategic process that outlines a conceptual framework for an organization’s facilities. It prioritizes needs and aspirations to guide future growth and development. MFP enables organizations to address inefficiencies and deficits, navigate challenges, and create plans to overcome them.

At Copley, our MFP is a living document, regularly updated to reflect evolving community needs, emerging opportunities, and shifts in the healthcare landscape. The plan is structured into three phases: immediate (1–3 years), mid-term (3–7 years), and long-term (7–20+ years). Key drivers of our plan include enhancing patient access, ease of use, and overall experience. Over the past several years, we have made significant strides toward these goals, and we welcome your input as we plan for the future.

Recent Accomplishments

- Creating an employee entrance
- Upgrading our MRI space
- Expanding the rehabilitation area
- Building a pocket park
- Completing extensive paving projects
- Renovating the Demars Building (Accounting Office)
- Expanding the Central Sterile Room
- Building a new medical office building in Waterbury
- Renovating and expanding our Infusion Center
- Acquiring adjacent land parcels for future expansion
- Replacing the roof on the Mansfield Orthopaedics building

Priorities in 1–3 Years

- Adding a fourth operating room to meet increased demand for surgical services
- Selling Copley Terrace while keeping its intended use
- Upgrading inpatient rooms with enhanced amenities such as private showers and toilets
- Expanding Cardiology, Urology, Orthopaedic, and GYN services
- Assessing the feasibility of continuing Sleep Studies, the Rehab Pool, and Inpatient Obstetrics services.

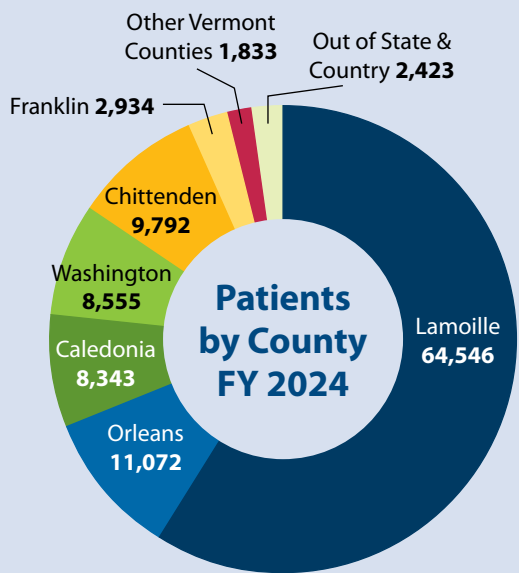
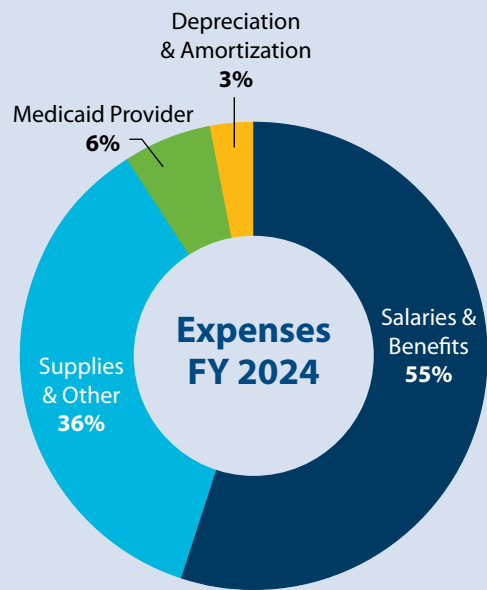
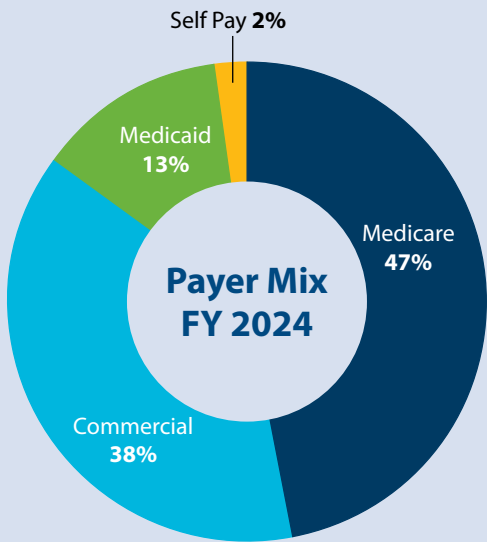
Financial Report

Presented are Copley Hospital’s financials for Fiscal Year 2024 (October 1, 2023–September 30, 2024). Copley, like other Vermont hospitals, is experiencing financial challenges. However, we continue to move forward and grow, expanding and evolving to meet the needs of our community. Our greatest asset continues to be our staff–Copley is one of the largest employers in the area, employing nearly 500 people. We are grateful to our exceptional team, who provide around the clock care to patients and support to families, whenever they are needed, regardless of their ability to pay. As we navigate the known financial challenges in the coming year, Copley will continue to remain focused, building for the future and the health needs of our community.

Patients by Zip Code FY 2024

Town Zip Code	Inpatient	Outpatient	Total
Barre (East, South)*	9	1,060	1,069
Belvidere Center	9	555	564
Burlington (South)*	7	1,763	1,770
Cambridge	6	815	821
Craftsbury (Common)*	50	3,203	3,253
Eden (Mills)*	61	4,227	4,288
Essex (Junction)*	6	1,281	1,287
Greensboro (Bend)*	19	1,864	1,883
Hardwick (East)*	170	7,448	7,618
Hyde Park (North)*	141	9,244	9,385
Jeffersonville	46	2,710	2,756
Johnson	118	8,858	8,976
Lake Elmore	13	750	763
Lowell	11	1,144	1,155
Montpelier (East, North)*	5	1,507	1,512
Morrisville	323	22,824	23,147
Stowe	105	8,955	9,060
Waterbury (Center)*	15	2,352	2,367
Waterville	20	1,234	1,254
Wolcott	87	6,294	6,381
Other VT Town (194)	156	17,610	17,766
Out Of State (46)	56	2,281	2,337
Other Country (20)	4	82	86
Total	1,437	108,061	109,498

* denotes combined similar zip codes



Revenue & Expenses

Revenue	2024	2023
Total Gross Revenues	\$207,755,825	\$176,928,305
Less: Charges not paid by payers	\$(102,273,927)	\$(81,330,828)
Less: Bad Debt	\$(5,155,785)	\$(4,320,009)
Less: Charity Care	\$(2,093,579)	\$(1,211,646)
Plus: Other Operating Revenue	\$7,284,340	\$8,010,277
Total Operating Revenue	\$105,516,874	\$98,076,100
Expenses		
Salaries & Benefits	\$56,925,735	\$53,806,763
Supplies & Other	\$36,414,688	\$36,476,451
Depreciation & Amortization	\$3,068,709	\$3,047,395
Medicaid Provider Tax	\$5,856,254	\$5,405,174
Insurance	\$1,622,730	\$859,995
Interest	\$193,371	\$206,862
Total Expenses	\$104,081,487	\$99,802,640
Operating Income (loss)	\$1,435,387	\$(1,726,540)
Non-Operating Revenue	\$2,110,034	\$373,970
Net Income	\$3,545,421	\$(1,352,570)

Balance Sheet

Assets	2024	2023
Operating Cash & Cash Equivalents	\$17,546,166	\$11,258,543
Net Accounts Receivable	\$18,350,412	\$18,042,523
Inventories	\$4,779,248	\$3,302,387
Prepaid Expenses	\$2,488,102	\$2,447,281
Net Capital Assets	\$39,797,604	\$33,188,132
Donor Restricted Assets	\$3,348,351	\$6,776,801
Deferred Compensation	\$4,022,686	\$3,321,584
Total Assests	\$90,332,569	\$78,337,251
Liabilities		
Accounts Pay & Accrued Expenses	\$13,610,357	\$10,760,061
Accrued Payroll & Related Expense	\$4,859,735	\$4,624,974
Estimated third-party	\$6,942,000	\$3,094,030
Defered Compensation	\$4,022,686	\$3,321,584
Long Term Debt	\$13,944,481	\$9,700,264
Restricted Net Assets	\$3,348,352	\$6,776,801
Unrestricted Net Assets	\$43,604,958	\$40,059,537
Total Liabilites & Net Assets	\$90,332,569	\$78,337,251

Report of Giving

Copley Hospital is grateful to the many individuals and organizations that supported our nonprofit community hospital in Fiscal Year 2024 (October 1, 2023 – September 30, 2024). In addition to the donors listed, we extend thanks to the many anonymous donors.

Copley’s Legacy Circle was founded to recognize

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OB/GYN Robin Leight, MD (left), with Robert Yokum, DNP, RN, and Mary Lou Koppas, CNM, at Morrisville's first annual Pride event.

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LNA Annika celebrates her applause with members of the OR.

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Photos from top left: OPD's Kyle celebrating his recent certification with co-workers Pam and Kathie. Medical Lab Scientist Sarah sharing her Applause with members of the Laboratory team. Trustee Diane Cote with Assistant to the President Karen at the Infusion Center's ribbon-cutting ceremony. Copley ED nurses assisting Morristown Rescue personnel with a patient. Copley Rehab's Daisy receives kudos for going above and beyond. She is joined by Jen, Deb, Nicole and Steve. Copley Pharmacy's Tina, Rhea and Eric.





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