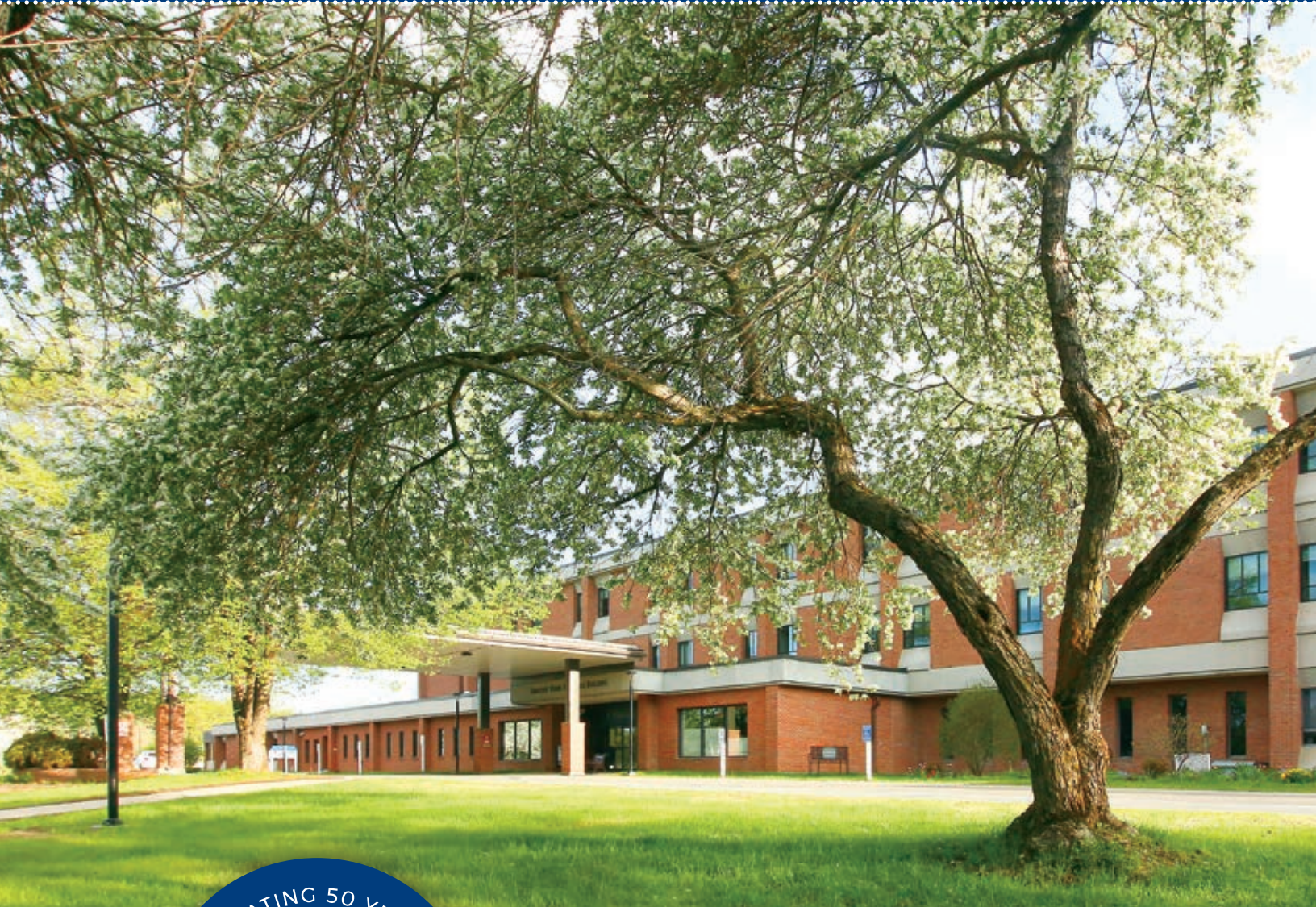




Choosing Health

Northeastern Vermont
Regional Hospital



We are here.

Evolving our services
to meet our community's
ever-changing needs.

2022 ANNUAL REPORT



Brightlook Hospital

Photo courtesy of St. Johnsbury History and Heritage Center.



St. Johnsbury Hospital

Service to the Community

	2022	2021
Acute Inpatient Admissions*	1,549	1,489
Deliveries	194	180
Acute Inpatient Days*	5,612	4,827
Average Length of Stay (days)*	4	3.2
Operating Room Minutes	188,262	193,151
Emergency Department Visits	12,691	11,198
Diagnostic Imaging Exams	20,850	18,849
Laboratory Tests	208,383	193,151

*excludes swing bed and newborns



In 1963, a self-appointed group of medical professionals and community members came together to study the healthcare needs of the region. The two hospitals in St. Johnsbury – Brightlook and St. Johnsbury Hospital – were facing ever-increasing pressures to upgrade their aging facilities. These hospitals, and the community at-large, recognized a need for a new, centralized facility to provide a more modern environment for quality healthcare. The decision was made: close the two existing hospitals once a new one could be constructed.

In 1968, a swell of community support launched a public fundraising effort to assist with the financing. In order to secure the needed federal funds, the community had to come up with \$800,000, and they had to do it fast.

And they did. In just four months.

The hospitals spent the next five years planning for Operation Transplant, which would orchestrate the move of all patients, equipment, and personnel to the new facility.

And on February 14, 1972, Northeastern Vermont Regional Hospital (NVRH) opened its doors.

Area residents lined up on Valentine's Day in 1972 to tour their new community hospital.

**A MESSAGE FROM
Board Chair
Mary Parent**



2022 is NVRH's 50th year of existence, and if nothing else, the COVID-19 pandemic taught us the importance of having a community-based hospital. As I write this letter, I sit in my office at 90 Prospect Street, a space that once was a surgical room at what was the St. Johnsbury Hospital, which together with Brightlook Hospital, provided care to our corner of the NEK before NVRH was established. There is such a sense of history here — but I am so glad to have the modern facility we now call NVRH as our medical home.

NVRH touches all of us in so many ways. Over the years, I have had several trips to the ED with both of my boys. One memory that sticks in my mind is when my son was unexpectedly hospitalized, and I found myself in the cafeteria in a

bit of a daze, trying to pick up dinner. Then NVRH Director of Philanthropy Jim Flynn saw me, immediately made me a tray, and walked me back up to the room to my husband and son. That level of service does not happen everywhere, but exemplifies the caring nature of all who work at NVRH.

NVRH means more to our community than just critical access care. Our mission also includes providing health equity in our towns by reaching out to people to provide wellness care in an effort to prevent chronic illness. There are a multitude of initiatives that are undertaken each day. From collaborating with our partner community organizations, and providing counseling in our schools to assisting with home care coordination, a myriad of projects target our most vulnerable populations with the goal of a positive impact on community health and reducing the long-term cost of healthcare to the community.

As we move into NVRH's next fifty years, I look forward to the hospital's continued growth and focus on our community. Thank you all for your support.

Mary Parent

**A MESSAGE FROM
Chief Executive
Officer
Shawn Tester**



"50 years of serving the community"

We are celebrating an impressive milestone this year as our community hospital turns fifty. That is fifty years of improving health outcomes for our patients, evolving to meet changing care needs, adapting and introducing new technologies to enhance care, and expanding services to better support all of you. It is also fifty years of babies being born, surgeries being performed to prevent illness, end-of-life care support for those in need, and all the routine and everyday services, including primary and specialty care, that help us live better, healthier lives.

For the last fifty years, our dedicated physicians and advanced-practice providers, our nursing and clinical staff, and our technicians, support and administrative staff have committed their careers to support NVRH's mission: helping make the Northeast Kingdom a healthier place to live. This year, we have appreciated hearing stories from both current and former staff who have worked at NVRH since the early days. Story topics include moving patients into NVRH on Valentine's Day 1972 — when Brightlook and the St. Johnsbury Hospital ceased operations —

as well as how dedicated physicians pushed for improvements in care practices and technology to improve quality outcomes. It goes to show that we are able to meet our mission due to the hard work and commitment of all our staff, not just today, but throughout our fifty-year history. I am both proud and humbled to be a part of this legacy.

It is hard to believe, but NVRH is now about the same age that the Brightlook was when that hospital was replaced. There has been a tremendous evolution in care delivery over these last fifty years, and the rate of change in how we provide care, and the technology we use, continues to accelerate. We are committed to continually evolving in order to provide our patients and community the best quality care available—right here, at home in the Kingdom. This is our commitment to you, and I am excited to support the NVRH family on this journey — Here's to the next fifty years!

Shawn Tester

**A MESSAGE FROM
Medical Staff
President
Amanda
Van Straten**



Although I have only been here for a short time, it was evident from my first day that NVRH is engrained in the local community. Over the years, I have become more familiar with NVRH's history, which intertwines closely with that of the people here. NVRH has evolved continuously over the last fifty years and has repeatedly transformed to meet the evolving needs of local Vermonters.

NVRH was the first hospital in the state to employ the use of a CT scanner. This revolutionized care, and allowed providers to make diagnoses without surgical exploration. Diagnostic advancements, such as the MRI machine, also became integral components of medical care.

The NVRH laboratory has seen its fair share of change and expansion over time as well. More and more testing is now done in-house, resulting in quicker results and ultimately better patient care. The recent COVID-19 pandemic is the perfect example of how rapid results can help contain and prevent spread of infection.

The operating rooms at NVRH have also drastically changed over the last fifty years. The ability to perform surgeries laparoscopically has led to less surgical risk and faster recoveries for those needing surgical care.

With the advancement in technology, we have also seen advancement in our medical staff. We now have an Emergency Department fully equipped with board-certified emergency-trained physicians. Additionally, care for those in the hospital is now provided solely by physicians and advanced-practice providers with specific training and skills in inpatient medicine. Our surgeons continue to stay up to date in advanced surgical techniques and with the addition of specialty services, such as cardiology, otolaryngology, pulmonology, urology, and palliative care, our community benefits from both advanced and comprehensive local care.

As we anticipate breaking ground this fall, expanding the Emergency Department to better care for those in mental health crises, we see NVRH continuing to evolve to care for the community and meet its ongoing needs. It is my privilege to be part of this great team.

Amanda Van Straten, MD



It takes a team.



When it comes to our success, teamwork – directly with our patients and behind the scenes – is paramount. And in order for teamwork at NVRH to continue to provide the very best services and care, adapting to change is key. We know this.

Whether it's the Medical Staff Office, which provides credentialing support for other critical access hospitals across the state and has become almost 100% paperless, Four Seasons Orthopaedics, which offers same-day joint replacement, or any of our other departments below, we know that when we work together, we move forward.

Information

Health Information Management

HIM, which has evolved from paper to electronic medical records, works closely with Information Services to provide our patients access to their health information. HIM uses emerging technology to collect, store, code, process, analyze, interpret, and share information, ultimately improving clinical decision-making and health management.

Information Services

The broad and evolving landscape of IS supports the hospital's mission by integrating systems, devices, and data with our electronic health record; providing access to health information; ensuring network and physical security; supporting day-to-day network infrastructure and hardware; analyzing clinical applications; and solving communication challenges.

Patient & Employee Engagement

CEO's Office

The CEO and the Executive Assistant to the CEO support internal operations here at NVRH. That includes maintaining positive relations with the Board of Trustees as well as local, statewide, and national partners. The CEO works with the Senior Leadership Team to manage all aspects of overall operations, and influences the culture and direction of the hospital.

Finance

The Finance department, which continually integrates new processes, software solutions, and strategies to create

efficiencies, manages all aspects of revenue and expenses, contract management, and other critical functions to ensure that hospital services are uninterrupted.

Human Resources

HR values the role that each and every employee plays within NVRH. By supporting staff with generous benefits and adapting to new approaches in employee recruitment and retention, HR is integral to building a qualified workforce across all departments.

Infection Prevention | Quality & Risk Management

The Quality and Risk Management department ensures that policies and procedures exist for preventing, mitigating, and responding to potential risks to patients. The recent pandemic was a testament to the strength of the Infection Prevention team and their ability to respond in real-time to ever-changing practices. Additionally, the

department monitors trends in care outcomes and other incidents in order to implement quality improvement processes.

Marketing

Marketing supports all departments and informs the community of the services offered at NVRH through a variety of mediums and communication modalities. These include printed materials and signage, as well as online and digital engagement.

Nursing Education

The Nursing Education department, which started with one central nurse educator, has a nurse educator for each inpatient department as well as a central clinical educator. In 2021, the department restructured the new-hire orientation; now clinical staff receive training in de-escalation and workplace violence prevention. They also spend time in our Sim Lab. In 2022, NVRH started a 12-week new-grad nurse residency program.



Photo - Megan Whitaker, Nursing Education.



CLOCKWISE FROM ABOVE:

Clinical Nurse Educator Ky Duong (left) engages VTC students in a birth simulation.

Electrician Greg Lepine and IS administrator Daryn Gadapee move network equipment from a room in Surgical Associates to a dedicated network closet.

Talent Acquisition and Provider Recruiter Heather Spinney talks with students at a career fair.

HIM System Analyst Casie Whitehead helps patients navigate the appropriate paperwork to access their health information.

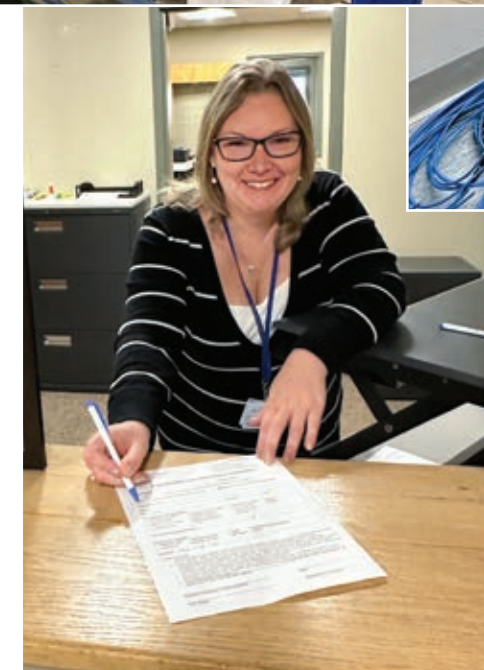


Photo - Heather Spinney, HR.





CLOCKWISE FROM TOP LEFT:
Douglas Pastula, Plant Operations, cleans a boiler.
Inventory Coordinator Rita Pelkey reviews supplies.

EVS tech Sharon Chayer cleans a patient room.
Christine Aldrich, CSP, inserts surgical equipment into the sterilizer.
Access specialist, Andy Culver.

Patient Access

The Patient Access department operates 24/7 and registers individuals for inpatient, outpatient, and emergency care. It is important that the Access Specialists obtain accurate patient information so that billing and other important hospital communications are correct, and thereby efficient. The Access Specialists also monitor alarms and Switchboard.

Patient Accounts

When it comes to billing, insurance, and payment, Patient Accounts provides one-on-one support. This means answering any and all questions our patients may have while also exploring payment opportunities.

Sterilization & Facilities

Central Sterile Processing

CSP uses state-of-the-art equipment and processes to disinfect all surgical instruments used in and outside of the OR. Facility upgrades over the last fifty years have kept pace with the changing approaches in the field, preventing cross-contamination and ensuring optimal sterilization.

Central Supply

Central Supply receives, stores, and distributes supplies (both medical and non-medical) to departments throughout the hospital. Central Supply also maintains vendor relationships and manages the ever-changing availability of requested and required items.

Environmental Services

EVS is absolutely critical to infection prevention and ensuring a sterile environment for patient care. EVS staff are highly trained and utilize proven techniques to sterilize and disinfect. They clean medical equipment, clinical areas such as patient rooms, and all other common spaces.

Laundry

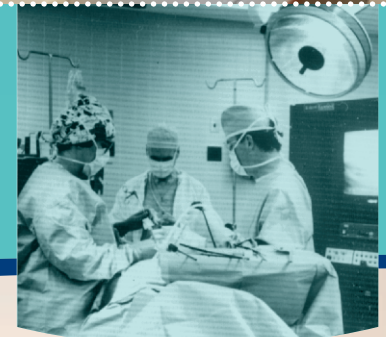
In line with sterile spaces and equipment, the Laundry department manages soiled linens and maintains supply of clean linens for the hospital and all its out-lying practices. Comfort and cleanliness are essential for a safe and quality patient experience, and our Laundry department upholds this standard.

Plant Operations

From snow removal and mowing, to renovating and updating facilities, Plant Operations is critical to managing and maintaining the hospital's staff and patient spaces. During the pandemic, Plant Operations constructed the Respiratory Intensive Care Unit (RICU), played an important role in drive-through testing, and integrated negative pressure in patient rooms.



Services continue to evolve.



Over the past fifty years, our services have continued to evolve within an ever-changing healthcare environment. Yet, one consistency remains: our commitment to providing excellent outcomes.

For example, our Med/Surg unit was presented the Academy of Medical Surgical Nurses PRISM Award® in 2018. This award recognizes exceptional nursing practice, leadership, and results, and NVRH is the first hospital in Vermont to receive this prestigious honor.

Hospital

The Birth Center

NVRH is designated as Baby-Friendly by the World Health Organization. The Birth Center, which was renovated in 2018, welcomes an average of 200 babies a year in a home-like atmosphere. Certified nurse midwives and board-certified obstetricians support individuals in the natural process of labor and childbirth. Skin-to-skin contact and rooming-in are standard practices as well as breastfeeding support.

🎁 In addition to supporting a major renovation, donors help families with cribs, sleep sacks, and resources should they experience loss.



Photo > Jackie Osanitsch, Birth Center.

Cardiac & Pulmonary Rehabilitation

Cardiac and Pulmonary Rehabilitation helps patients increase physical fitness, reduce symptoms, and improve overall health.

🎁 **A grateful patient supported a major expansion, enabling more people to receive services and integration of modern rehab equipment.**

Chaplaincy

Because we know that there are many facets to regaining one's health, our full-time interfaith chaplain supports patients both spiritually and emotionally. NVRH also offers 24/7 on-call chaplaincy support.

🎁 **In 1992, a giving campaign created an endowment to support the Chaplaincy. NVRH is the only hospital in Vermont to still have a full-time staff chaplain.**



LEFT TO RIGHT:

Technologist Chelsea Daigle (center) and senior multi-modality technologist Linda Martellucci (right) practice positioning during clinical with student Alyssa Royer (left).

NVRH's chapel provides a space of comfort and peace for patients and family members.

Nurse Katherine Krzystyniak explains different exercise settings with a cardiac rehab participant.



Diagnostic Imaging

DI utilizes a variety of machines and techniques to create images of the body. These images are then used to diagnose and treat a multitude of medical conditions. DI techs pledge to Image Gently as they provide out-patient, inpatient, and emergency services to patients of all ages.

🎁 **In the early 2000s, donor support allowed DI to expand and become more modern. It also allowed for new equipment, such as the portable x-ray machine.**

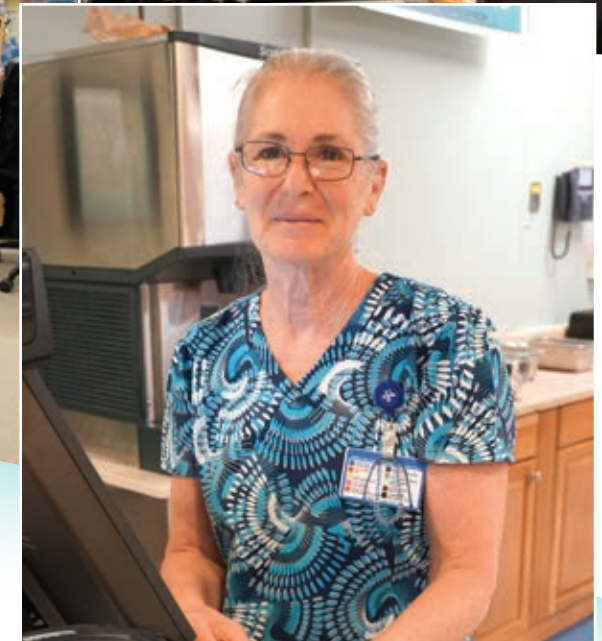
Emergency Services

The Emergency Department is staffed with a wide range of skilled professionals: board-certified ED physicians, advanced-practice providers, nurses, paramedics, emergency medical technicians, a care manager, and LNAs. Thanks to a Mini C-arm and the ability to safely give local anesthesia or mild sedation, some orthopedic procedures can be performed within the department rather than taking patients to the OR.

🎁 **A grateful patient supported a state-of-the-art trauma stretcher. Another patient helped renovate a space for private consultations between providers and family members.**

ICU | Med/Surg | Hospitalist Program | Care Management

When it comes to providing acutely ill or injured patients with the best care, NVRH knows that it takes an interdisciplinary team. Hospitalists are available 24 hours a



CLOCKWISE FROM TOP LEFT:

Dr. Ryan Sexton explains what vital signs are monitored when a person is a patient in the ED.

ICU nurse Jason Russell checks on his patients shortly before his shift – which runs 11 p.m. to 7 a.m. – ends.

Food service associate Cindy Hume greets patients and staff in the hospital's Courtyard Café.

Pathologist Dr. Erica Heinrich reviews slides under a microscope.

day, seven days a week to respond to emergent, urgent, and routine issues in Med/Surg and the ICU. NVRH also partners with Alpine Telehealth for psychiatry services. And then, when it is time to go home or change care plans, care managers are available to provide discharge planning, referrals to community services, and other important supports.

🎁 **An appreciative family created an education fund to help clinical staff advance their skills with a certification in palliative and hospice care.**

Infusion Therapy

Infusion Therapy staff work with local and referring providers, even from outside the area, to provide quality, comfortable, personalized infusion care to patients.

Laboratory

Under the clinical supervision of the Pathologist, the Lab serves patients with state-of-the-art test equipment. Tests done in the Lab enable a provider to confirm a clinical impression, establish or rule out a diagnosis, monitor therapy, establish a prognosis, and screen for disease. 95% of lab tests are performed here at NVRH.

🎁 **Donor gifts purchased an analyzer, allowing NVRH to process COVID-19 tests early in the pandemic. More recently, donor gifts supported a blood bank analyzer for quick, on-site blood typing.**

Nutrition and Food Service

NVRH is committed to sharing knowledge of quality food and environmental responsibility and practices the initiatives of the 'Healthy Food in Healthcare Pledge' by buying local, sustainably-raised, organic food whenever possible.

Pharmacy

NVRH's pharmacists oversee the accurate dispensing of medication; monitor drug dosage, response, and timing; ensure appropriate antibiotic use; and maintain complete patient medication profiles. Also, NVRH's inpatient pharmacists consult with providers and other health professionals to ensure appropriate drug therapy. Additionally, an ambulatory pharmacist is embedded within two of our primary care practices to enhance medication therapy.

Respiratory Therapy

Licensed and credentialed respiratory therapists provide diagnostic and therapeutic services for patients with breathing issues. They also provide emergency care to patients who experience a heart attack, stroke, near drowning, or traumatic injury.

🎁 **Through an Annual Fund effort, donors helped purchase a new PFT Machine to help quickly and accurately diagnose lung disease.**

Surgery

NVRH's **Day Surgery Unit**, which was established in the early 1980s and moved to its current location in 2009, was converted into the RICU for patients with COVID-19 during the pandemic.

In 2019, NVRH upgraded its **Phototherapy Unit** to include UVB-guided therapy treatments. UVB is a high intensity light therapy used to treat many skin conditions and has been a welcomed addition to the community, as the nearest phototherapy service is in Hanover, NH. NVRH's ORs handle over 3,200 surgeries per year with over 90% of them done as outpatient procedures.

Advances in medical technology and **anesthesia** mean many surgical procedures are minimally invasive, allowing patients to return home quickly.

🎁 **Donors helped to expand OR space to accommodate modern medical equipment and surgical tables.**

Specialty & Outpatient

Cardiology

Cardiology treats both common and rare cardiac diseases. Patients who are at risk for heart disease, or have been diagnosed with heart disease, may require a cardiology specialist to order electrocardiograms, 24-hour halter monitoring, or an echocardiogram. They may also benefit from discussing the best way to approach rest and exercise.

Center for Pain Management

The Pain Clinic was established in 2013, and has now evolved into the Center for Pain Management. NVRH's Center for Pain Management embraces an integrated approach to pain management, utilizing a physiatrist to address acute and chronic pain, offering consultative and procedural services, and utilizing other community resources.

Ears, Nose, & Throat – Otolaryngology | Audiology

NVRH operates a combined suite that houses Otolaryngology, also known as ENT, Audiology, Allergy, Speech-Language Pathology, and Palliative Care. While diverse in their own ways, these specialties work together to create a multi-disciplinary approach for patients. In 2012, ENT and Audiology had one ENT provider, one audiologist, a secretary, and a practice manager. Today, there are 12 providers and eight support staff. A hearing instrument specialist also works closely with the audiologist, which helps patients be seen faster.

Four Seasons Orthopaedics

Four Seasons works with individuals to keep them active and mobile – no matter the season. Our orthopaedic team cares for a wide array of conditions, including arthritis, sports injuries, fractures, repetitive stress disorders, and work-related injuries. Services include total-joint replacements, rotator cuff and tendon repair, ligament reconstruction, carpal tunnel release, and minimally-invasive knee and shoulder surgery.

🎁 **Donors supported renovation and expansion to this department.**

Neurology

NVRH offers general neurological evaluation and treatment for headaches, seizures, stroke, multiple sclerosis, Parkinson's, dementia, carpal tunnel syndrome, and neuropathy for both adults and adolescents age thirteen and older.



TOP TO BOTTOM:

Orthopaedist Dr. Jeremy Korsh performs a minimally-invasive surgery on a bicep.

ENT provider Dr. Deane Rankin looks at the inside of the ear.

Previously at DHMC, Dr. Dent, Center for Pain Management, focuses on a variety of interventions to support health.

Nurse practitioner Anna Driscoll and neurologist Dr. Amanda Van Straten discuss a treatment plan.



LEFT TO RIGHT:

Respiratory therapist Alexis Starr reviews the lung x-ray of an inpatient on Med/Surg.

Physician assistant Mark Regis, surgeon Dr. Brian Smith, and nurse Cyndie Payeur perform a gallbladder procedure.





Occupational Medicine

Occupational Medicine serves the community's work-related medical needs. NVRH is well-versed in workers' compensation injury and illness management, and strives to obtain the best outcome for the worker, with the goal of timely and safe return to work.

Palliative Medicine Clinic

In 2013, Dr. Joyce Dobbertin and Dr. Mary Ready started NVRH Palliative Care and since then the practice has grown substantially; expansion included building a new and comfortable space that can be better utilized by a family. Our palliative care is unique and innovative, meeting patients where they are. This includes seeing patients during an inpatient stay or dialysis, in a nursing home or at the patient's house, in the office, or even at the Dartmouth Cancer Center North.

🎁 Donor support allowed for renovation to end-of-life care spaces, and continue to support stocked comfort care carts and tablets for music.

Physical Therapy

Dan Wyand P.T. and Northern Physical Therapy offer professional, educational, and personalized physical therapy interventions and performance programs. Physical therapists at both practices believe that an individual's health and well-being impact not only their life, but the lives of those who are close to them and the community at large.

🎁 Donors help provide athletic shoes for children and adults.

Podiatry

In 2022, NVRH acquired Dr. Schein's local podiatry practice and welcomed podiatrist Dr. Barnes to the team.

Services, which help with problems that affect the feet or lower legs, include treatment for injuries as well as complications from ongoing health issues, like diabetes.

Pulmonology

NVRH Pulmonology supports patients with chronic and acute respiratory issues. Our pulmonologist sees patients in both inpatient settings and outpatient clinics. Services include pulmonary function tests, bronchoscopies, asthma treatment, and management of lung disorders and diseases.

Speech-Language Pathology

SLP is a growing service at NVRH. Once contracted and hospital-based, it has evolved into a practice for both inpatients and outpatients. SLP provides care and support for aphasia, swallowing, cognitive retraining, and other neurological impairments and disorders. The department also works collaboratively with North Country Hospital and the Dartmouth Cancer Center North.

Urology

Urology supports individuals' urinary tract care and reproductive health by providing early assessments, ensuring proper treatment, and establishing ongoing follow-ups.

Women's Wellness Center

The Women's Wellness Center provides OB/GYN care to individuals of all ages and health needs, and is staffed by certified nurse midwives, women's health nurse practitioners, obstetrician/gynecologists, and a behavior health specialist. Services include obstetrics, gynecology, health counseling, reproductive planning, physical exams, and infertility evaluation and treatment. The Women's Wellness Center also works closely with NVRH Community Connections, which provides resources to help individuals with housing, transportation, health insurance coverage, and physical safety.

🎁 Donors supported an expansion and renovation of the Women's Wellness Center.

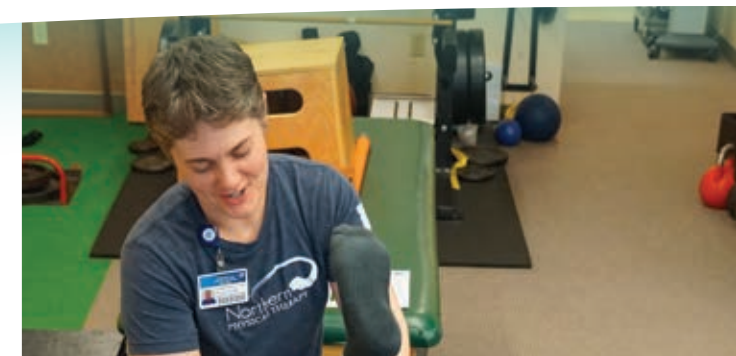
LEFT TO RIGHT:

SLP provider Sierra Downs explains a vocal tract exercise during a voice therapy session.

Urologist Dr. Eugene Dixon scrubs up before a procedure.

Patient Kate Bertolini talks through her care plan with staff from the Women's Wellness Center.

Physical therapist Lindsey O'Steen helps with a prone quad stretch.



Primary Care: Corner Medical | Kingdom Internal Medicine | St. Johnsbury Pediatrics

Our primary care teams, which support wellness by helping patients manage their chronic and acute conditions, include medical providers, nurse practitioners and physician assistants, behavioral health specialists, and on-site pharmacists. NVRH is committed to providing comprehensive healthcare, care coordination, and behavioral health services. Practices participate in statewide initiatives such as the Vermont Blueprint for Health.

🎁 Donor support enhanced adolescent mental health services through integration of support groups for teens, an app to help regulate emotions, and medication lock boxes.

Northern Express Care - Lyndonville offers walk-in care during extended hours of service by a dedicated group of providers.



Community Health



NVRH is a leader in community health improvement and implements initiatives, programs, and services that address health equity and the underlying causes of health disparities.

Community Connections

Community Connection's trained Community Health Workers are committed to helping individuals reach their health and wellness goals — free of charge. They connect community members to services, resources, transportation, and other supports; help them access healthcare and health information; explain forms and applications for services; encourage tobacco cessation and healthy habits; and more.

Community Health Resource Center

The Community Health Resource Center, located in the Marilyn L. Moulton Library, is a self-service space that offers both visitors and staff access to medical as well as community health information. For staff, clinical resources include over 900 books in the Medical Library, over 16 subscriptions to medical journals, and on-demand access to other medical journals and articles.

The Community Health Resource Center also offers staff

the opportunity to engage in the Vermont Humanities Council's Literature and Medicine book discussions. These discussions are facilitated by a retired Dartmouth professor. The first book for the Fall 2022 discussion was "Middlemarch" by George Eliot.



The Community Health Resource Center distributes HealthyChoices, a triannual newsletter of affordable and local wellness programs and resources.

Helping to address food insecurity, the center also facilitates the NVRH Community Garden, affording critical space to local residents to grow

their own fresh produce, and a 12-week Health Care Shares program.

🎁 A donor increased food accessibility.

Substance Misuse Prevention

The SMP department, originally Prevention Services, has grown from one full-time staff member to three. Prior to

2016, SMP managed only one substance misuse prevention grant: the community-based Tobacco Prevention Grant. However, in 2016, NVRH was awarded the Regional Prevention Partnerships Grant, which supported the development of a community coalition, and now, in 2022, NVRH's grant portfolio includes CDC Tobacco funding, a Drug-Free Communities Support Program grant (on behalf of the Northeast Prevention Coalition), and a Prevention Center of Excellence Grant (PCE). The PCE grant, awarded in 2020, expanded the reach of the hospital's prevention work to include northern Essex and Orleans Counties.

The SMP department utilizes the Strategic Prevention Framework and the Vermont Prevention Model as the foundation of their work. Indicative of the department's success, NVRH SMP was awarded the Prevention Champion of the Year in 2019 by Governor Scott and Prevention Works!VT.

The Vermont Blueprint for Health

The Vermont Blueprint for Health is a reform model that looks at clinical practice coupled with chronic care management and preventive services. The Blueprint model engages primary care practices to integrate innovative approaches and tools, and ensures clinical guidelines and best practices are utilized to deliver effective, proactive patient-centered care. Our primary care practices are recognized as Patient-Centered Medical Homes by the National Committee for Quality Assurance and they continuously work to improve quality and enhance patient outcomes.

🎁 The donor-funded Community Unmet Needs Fund provides small supports that help in big ways: gas cards to get to medical appointments, a pair of winter boots, assistance securing medication before insurance begins.



CLOCKWISE FROM THE RIGHT:

Community Health Resource Coordinator Mary Maurer directs staff and the public to the appropriate health resources.

Cheryl Chandler, Director, Substance Misuse Prevention, and husband Keith discuss Drug Take-Back Day with Sgt. Cleary. Over 240 lbs. of meds were collected on Oct. 29 in Caledonia County.

Director of Health Integration Katie Bocchino directs traffic during VeggieVanGo. NVRH helped provide food for 4,596 households in FY 2022.

The Community Garden has 28 garden plots and provides a social space for community members to exchange gardening tips while reaping other health benefits, such as being active and eating fresh fruits and vegetables.





Philanthropy



The Impact of Generosity

50 years ago, community donors started this hospital. Throughout this report, you have seen references to the ways in which donors continue to sustain NVRH (🎁). Your generosity truly exemplifies what it means to be a community hospital. Thank you!

Generosity at a Glance

Total Giving FY21/22

Total cash given: **\$667,109**

Average gift: **\$159**

Largest gift: **\$100,000**



Smallest gift: **50¢**



Number of gifts: **4,192**



In-kind gifts: **53**



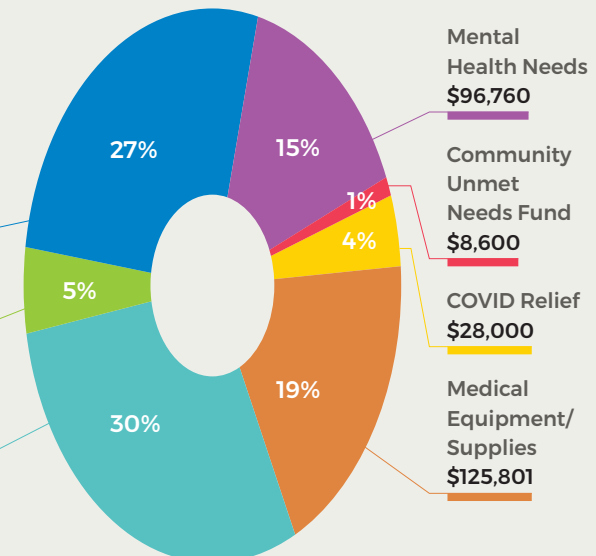
First time donors: **98**

Your gifts help meet these needs.

Capital Improvements **\$179,111**

Misc. Program Support **\$31,386**

NVRH Annual Fund/Greatest Needs **\$197,451**



NVRH Legacy Circle

Your Gift. Your Legacy.

NVRH is grateful to our Legacy Circle members who have provided thoughtful and generous support through estate and planned gifts. These gifts will help ensure that NVRH is able to meet healthcare needs into the future.

- | | |
|---|--|
| Anonymous (1) | Francis D. McGregor Trust† |
| Jane Arthur | Robert McVicar Trust† |
| Dorothy Hunt Bailey Trust | Trust Estate of Bessie B. Morse and George C. Morse† |
| James† and Mary Bailey | Marilyn L. Moulton† |
| Charles and Wynne Browne | Jim and Sally Newell |
| Rita Calkins† | The Estate of Sidney Nurenberg† |
| Frances Conlon† | The Estate of Elbert and Ethel Orcutt† |
| Estate of Edward A. Cramton† | Thomas Ryan Paul, Esq. |
| Henry G.† and Kathleen C. Darling Trust | Dr. Mary Ready and Honorable Scott Campbell |
| Duffy and Patrica Dodge† | Gregory Ruben Reynolds† |
| Conrad† and Theresa Doyon | The Trust of Evelyn F. and Raymond S. Russell† |
| The Dussault Family | Katherine A. Silloway, DDS, and Mr. R. Gerald Webber |
| Jim Flynn and Claudia Mosher | Barbara McKay Smith† |
| Bob† and Sharon Fuehrer | Laurel Stanley |
| Allan Gilmour and Eric Jirgens | Dr. Elaine Stasny and Joseph Comeno |
| Charles† and Hanna Gray | Mabel H. Sullivan Trust† |
| Gretchen and Ken Hammer | Estate of Carrie Tisdale† |
| Judy Harbaugh | The Estate of Ethel Walter† |
| David E. Harriman Trust† | |
| Martha Hill | |

† Deceased

Thank you for your support!

We are honored to recognize all of the NVRH employees and medical staff, community friends, local businesses and organizations, and foundations who provided support during fiscal 2022. Your unwavering generosity is what sustains us and helps us proudly meet the healthcare needs of our region.

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In memory of her mother, who experienced the loss of a newborn, NVRH Director of Nutrition & Food Services Sharon (Sisle) Anderson made a gift to the Birth Center for the purchase of a cooling cot. The cooling cot allows loved ones to spend time with their infant who has passed. The gift also provides cribs and sleep sacks. (Pictured: Sharon and Laura Emery, Director of the Birth Center)

Kathryn Moritz and Brian Wallace
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Angel Whitehill
Ali Willard
Sarah Willis
The Wood Family
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Alan M. Robertson
Julie and Arthur Roslund



Recognizing the growing mental health crisis in our community, William and Claudia McCormack endowed the Benjamin A. McCormack Fund at NVRH in memory of their son, Ben. The fund includes gifts from community members and supports mind/body initiatives for whole-person wellness in healthcare. (Pictured: Ben McCormack, an avid outdoorsman)

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Beth El Synagogue
Bobolink Fund of The Vermont Community Foundation
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Lyndonville Rotary (District 7850)
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Morrill & Guyer LTD
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NEK Cycling Studio
NFP P.C. Services Inc
Northeast Kingdom Fund of The Vermont Community Foundation
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Cecil A. Williams†

In Memory of Melissa Armstrong
Michele and Milton Garges

In Memory of Nancy I. Bean
Richard and Patricia Reed

In Memory of Doreen J. Brado
Peter Brisson
John and Nancy Goodrich
Mike and Jan Oliver
Michael and Cathy Rousse

In Memory of Nancy Brown
David Brown

In Memory of Cora Carbonell
Marcelene Celiz

In Memory of Florence Charron
Dorothy Dudley

In Memory of Janet M. Corrette
Bruce Corrette

In Memory of John R. Crawley
Alice Crawley

In Memory of Christine A. Douglas
Richard and Patricia Reed
John Washburn

In Memory of Nancy M. Edney
Dan Vinocour

In Memory of John H. Elliott
Mary E. Beausoleil

In Memory of McGrew Family
Anonymous

In Memory of Sarah E. Follett
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In Memory of Martin R. Fors
Sheila B. Fors

In Memory of Rian Fried
Nancy and Kim Fried

In Memory of Robert Fuehrer
Sharon Fuehrer

In Memory of Ernest H. Gaskin
Anonymous

Thanks to a gift from Barbara and Chick Allen, the NVRH lab now has its first-ever blood bank analyzer. This improves care and significantly expands on-site testing capabilities. (Pictured: Hematology Supervisor David McGregor and Director of Laboratory Services Jeanne McBride)

In Memory of Tom and Muriel Gee
Anonymous (2)

In Memory of Esther Gray
Kathy Gray

In Memory of Christine I. Gruggel
John S. and Jeanne G. Gruggel

In Memory of Constance C. Hamel
Larry Hamel

In Memory of Rosalie Harris
David and Gertrude
"Chips" Naparstek

In Memory of Russell Harbaugh
Judy Harbaugh

In Memory of Barbara and John Hubbard
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In Memory of Paul Kane
Linda B. Kane

In Memory of George and Patricia Kempton
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In Memory of Jean McPhee
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In Memory of Vernice E. Minor
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In Memory of Families who have lost Covid Patients
Anonymous

In Memory of Shirley J. Pellerin
Marsha and Paul Sicard

In Memory of Richard Pray
John and Susan Glodgett

In Memory of Marybelle D. Sicard
Marsha and Paul Sicard

In Memory of Fredrick Silloway
Katherine A. Silloway, DDS and Mr. R. Gerald Webber

In Memory of Roselyn Sisle
Sharon Sisle Anderson

In Memory of Paul Sullivan
Mitchell and Delphine Sullivan

In Memory of Timothy W. Sullivan
Team Sullycat

In Memory of Deacon Alfred Toborg
Linda O. Toborg

In Memory of Elizabeth Watkins
Anonymous

In Memory of Marjorie Ruth C. Wheeler
Paul and Jean Wheeler

In Memory of Theda M. Williams
Cecil A. Williams†

In Memory of George Wollrath
Joan M. Wollrath

* Corporator **Corporator Emeritus † Deceased



Auxiliary



In 1972, a group of community women – many of whom were founding members and supporters of the former Brightlook and St. Johnsbury Hospitals – started the NVRH Auxiliary. They began with offering a beautiful tea service and decorating NVRH for the holidays. From there, the Auxiliary expanded to include the Cherry Wheel Gift Shop and the Information Desk.

Over the years, the Auxiliary has transitioned alongside the changing landscape of healthcare. As the years have progressed, we have seen many changes throughout the Volunteer Services Department. Although we are still serving in the original roles at the Gift Shop and Information Desk, we also now offer Reiki and music at the bedside.

Cindy Robertson, St. Johnsbury, (seated) has served for one year; Cindy Gordon, Lyndonville, (right) has served 25 years; and Beulah McGinnis, St. Johnsbury, (left) has served 50 years.



A tradition of helping others get what they need.

In the last 50 years, Auxiliary members have raised over \$455,000 to assist NVRH departments in purchasing new equipment. For example, the Auxiliary helped pay for the waiting room monitors so that we can continually educate our patients and families. Capital Campaign donations of more than \$100,000 have also been given to support expansion projects, such as Day Surgery, the Birth Center expansion, and now the West Wing Project.

Wish List examples

Here's how some of these gifts have impacted and/or enhanced NVRH's services.

Kingdom Internal Medicine (KIM)

- Wheelchair
- Baby Changing Station
- 2 BP Monitors
- Education Monitor
- Flexible Spine Model
- Asset based awards
- Copier
- Electronic BP

Center for Pain Management

- Spot Monitors

Cardiac Rehab

- Electronic Scale

Diagnostic Imaging (DI)

- Clothing Bags for patients
- Outdoor Bench
- Work/patient stool
- Patient Shielding

Infusion, Med/ Surg, ICU

- 2 Patient Lifts
- Precautionary Sign Holders
- 18 HeelZup Pillows
- 17 Radio/CD players
- Staff Headphones
- Day Room Furniture
- EZ Way Stand Aid
- Chairs for Family Members

Lab

- Slide Stainer/ Vacuum Platelet Incubator & Agitator
- 2 mobile draw carts
- Stat Specimen Monitor
- Statspin Machine

Community Connections

- Food cards
- Gas cards
- Laminator
- Banner

Food Service

- Broiler
- Catering Supplies
- Large Cart

Chaplaincy

- Yarn for Prayer Shawl Program
- Tear Soup Books

Material Management

- Heavy Duty Shredder



ABOVE: Chaplain Abby Pollender receives two prayer shawls from volunteer Lana Mitchell. Shawls are gifted to individuals in need of a little extra comfort.

BELOW: Thanks to the Auxiliary's Wish List, DI prepares to install new, larger TV monitors so that patients receiving ultrasounds can see their images better.



Scholastic Achievement Awards

The Auxiliary also gives Scholastic Achievement Awards to deserving students in our service area. In 2010, four \$750 awards were given, and in 2022, three \$2,500 and two \$1,000 awards were given, totaling \$9,500. More than \$90,000 total has been awarded to students over the years.

We are not done yet.

As the needs of our patients, staff, and buildings continue to change, the Auxiliary will continue to be there with innovative ideas and generosity.

Financial Statements

Balance Sheets SEPTEMBER 30, 2022 & 2021

ASSETS	2022*	2021
CURRENT ASSETS		
Cash and cash equivalents	\$ 9,756,310	\$ 24,791,416
Patient accounts receivable, net	11,156,415	11,036,081
Due from OCV Risk Program	—	265,455
Estimated third-party payor settlements	561,774	—
Supplies inventory	1,463,406	1,816,802
Prepaid expenses	1,052,474	2,187,705
Other accounts receivable	1,035,203	1,110,047
Total current assets	25,025,582	41,207,506
ASSETS LIMITED AS TO USE		
Internally designed for		
Capital acquisitions	16,922,614	19,763,239
Funded depreciation	4,272,121	4,977,448
Debt service fund	—	—
Investment in KDC	99,900	99,900
Future capital projects	—	—
Total assets limited as to use	21,294,635	24,840,587
Due from Parent	4,143,153	3,794,466
457B Plan	1,729,419	1,463,430
Pledge receivable — split interest agreement	—	—
Property and equipment, net	23,199,364	23,894,812
Beneficial interest in net assets of Parent	1,512,075	1,143,726
Goodwill	724,584	861,667
Deferred financing costs, net of amortization	—	—
Total Assets	\$ 77,628,812	\$ 97,206,194
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Accounts payable and accrued expenses	\$ 8,769,506	\$ 10,630,175
Other current liabilities	2,275,579	9,887,788
Due to OCV Risk Program	1,239,085	—
Estimated third-party payor settlements	—	737,018
Current portion long-term debt	831,152	796,909
Total current liabilities	13,115,322	22,051,890
OTHER LONG-TERM DEBT		
Long-term debt	6,985,921	7,939,813
General reserve liability	5,528,378	4,579,372
Malpractice “tail” liability	704,593	689,714
457B Plan	1,729,419	1,463,430
Medicare advance liability	—	8,856,603
Total liabilities	28,063,633	45,580,822
NET ASSETS		
Unrestricted	47,471,607	49,908,651
Temporarily restricted	1,648,313	1,273,227
Permanently restricted	445,258	443,494
Total net assets	49,565,179	51,625,372
Total Liabilities and Net Assets	\$ 77,628,812	\$ 97,206,194

The accounting records for Northeastern Vermont Regional Corp. and Subsidiary have been audited by Berry Dunn, Certified Public Accountants. The complete audited report is on file and is available for inspection at NVRH's Finance Office.

Operating Statement FOR THE YEARS ENDED SEPTEMBER 30, 2022 & 2021

	2022	2021
WHERE THE MONEY COMES FROM		
We billed for services to inpatients	43,323,702	38,198,300
We billed for services to outpatients	172,099,861	156,193,900
Total patient revenue billed	215,423,563	194,392,200
BECAUSE WE DID NOT RECEIVE FULL PAYMENT FOR AMOUNT BILLED		
Total uncompensated care	5,419,580	5,023,900
Those unable to pay (patient assistance) plus those unwilling to pay (bad debts)		
From other contracted payors	104,826,207	97,960,300
Therefore we wrote off	110,245,787	102,984,200
OUR NET PATIENT REVENUE WAS	105,177,776	91,408,000
We had other operating revenue of	5,908,216	6,708,800
We received COVID-19 related government support of	2,200,000	5,687,200
OUR TOTAL OPERATING REVENUE WAS	113,285,992	103,804,000
WHERE THE MONEY GOES		
To pay salaries and benefits to our 693 employees	68,812,288	59,953,300
To purchase supplies and services	33,594,922	30,796,600
To pay the VT Health Care Provider Tax Assessment	5,615,220	5,149,900
To allow for wear and tear on buildings and equipment	3,671,146	3,389,400
To pay for utilities	1,353,896	1,149,300
To pay interest on our outstanding debt	223,979	217,600
OUR TOTAL EXPENSE WAS	113,271,451	100,656,100
THIS PROVIDES A NET OPERATING REVENUE OF	14,541	3,147,900
We had income (losses) from investments and non-operating revenue of	(3,828,795)	3,924,900
FUNDS REMAINING TO PAY ON OUTSTANDING DEBT AND TO INVEST IN THE HOSPITAL'S FUTURE (New and replacement equipment, new technology, new services, etc.)		
	\$ (3,814,254)	\$ 7,072,800

Community Benefits

PROVIDING MEANS FOR OUR MISSION

The NVRH Community Benefit program builds on the foundational belief that we have a responsibility to improve health in the communities we serve. Each year, NVRH allocates financial resources for community programs, prevention strategies, and providing medical care to all regardless of ability to pay.

NVRH quantifies our benefit to the community on Schedule H of IRS form 990. Here is a summary from our Fiscal Year 2021 Community Benefits Report.

FISCAL YEAR 2021 COMMUNITY BENEFITS REPORT

Uncompensated Care	\$ 2,891,522
Charity Care	716,453
Medical and Professional Education	45,638
Cash and In-Kind Contribution to Community Groups	183,515
Subsidized Health Services	5,464,482
Community Health Improvement Services	849,735
TOTAL	\$ 10,151,345

The community benefits provided by NVRH during fiscal year 2022 are calculated and submitted to the IRS in late summer 2023 and will be posted to the FY 2023 annual report.

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LEFT TO RIGHT: Mark Bowen, Steve Feltus, Sara Simpson, Jane Arthur, Judy Desrochers, Steve McConnell, Thad Richardson, Shawn Tester, and Barbara Hatch.



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Corporators are an invaluable source of wisdom and perspective for current hospital leadership. They are key links in the essential communication system between members of our community and their hospital.

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Principal photography:
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Design and additional photography:
Flek, Inc.

Printed 11/22, 1000 copies

“It is my hope and belief that, with this new suite, Vermonters in crisis will have a safe and respectful place to receive care in their time of need.”

Vermont Senator Patrick Leahy



The ceremonial groundbreaking, complete with gold-painted shovels, included (L-R) NVRH Director of Diagnostic Imaging & West Wing Project Manager Jackie Zaun, Lavallee Brensinger Architects Project Architect Desirea Falt, H.P. Cummings Construction Project Manager Meagan Pennock, NVRH CMO and Hospitalist Dr. Michael Rousse, NVRH Board Chair Mary Parent, Yeaton Associates Project Manager Jim Vear, NVRH CEO Shawn Tester, NVRH Medical Director of Emergency Department Dr. Ryan Sexton, and NVRH CFO Andre Bissonnette.

As we celebrate our 50th anniversary, we are excited to embark on the West Wing Project, our largest renovation and expansion of clinical space since our original construction in 1972. This project will greatly expand our physical space in the Emergency Department, Laboratory, and Pharmacy.

On September 23, 2022, NVRH hosted a groundbreaking celebration for what will become its new Mental Health Support Area. Made possible by a \$3 million Congressionally Directed Grant from Senator Leahy, this new addition within NVRH’s Emergency Department will afford individuals presenting during a mental health crisis with privacy, comfort, and more appropriate facilities.

Currently, patients awaiting transfer to more appropriate care, may have to wait in the ED for multiple weeks.

“Our patients deserve better,” Emergency Department Medical Director Dr. Ryan Sexton said.

“As a community hospital, we are committed to treating the whole person,” NVRH CEO Shawn Tester said. “We have evolved our understanding of how to integrate mental health care into more traditional healthcare, and we look forward to providing treatment space that fully meets the complex care needs for individuals experiencing mental health crisis.”



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