

2008-2009 Annual & Community Report

High-tech care...hometown touch



Rutland Regional Medical Center
An Affiliate of Rutland Regional Health Services

Our Vision

*To be the Best Community Hospital
and Health System in New England*

To Our Community...

I can't believe a year has passed since I last addressed you through this Annual Report. This last year saw Rutland Regional Medical Center continue its progress toward Our Vision "to be the Best Community Hospital and Health System in New England." I will share with you many of the year's happenings that are leading us closer to this vision.

It's impossible to discuss Our Vision without talking about the core of our organizational direction, which is our key customers – providers and payers, but especially our patients. They are the very reason we have been serving our community for more than one hundred years. To ensure that Rutland Regional remains a vital asset to the community we have been utilizing the Baldrige National Quality Program to track our progress toward Our Vision.

We are calling this our Journey to Excellence.

Although we are committed to succeeding in this journey and earning this award, that award is just a benchmark for tracking our progress toward meeting what is really important – the needs of our customers. This Journey to Excellence is about improving all aspects of our business. Even when we win this award it will not be the end of our journey. It would be one road sign along the way as we look forward to future improvements and accomplishments.

As part of this Journey to Excellence, a team of 35 people (*including three individuals from outside Rutland Regional*) completed the fourth assessment of our organization

using the Baldrige Criteria for Performance Excellence. The assessment was very comprehensive and provided a clear view of Rutland Regional's strengths and opportunities for improvement. This information is extremely useful as we strive to work together to continuously improve our organization for our patients, providers, staff and community.



In order to become the best community hospital and health system in New England we have five goals that will help us get there. They are quality, growth, information excellence, financial strength and employer of choice. I want to take a minute to tell you what we are doing around each goal.

Within Quality we conducted and implemented several performance improvement projects. You can read more about these projects within

our *Year in Review*. To improve the facilities we did construction projects in the Diabetes Center, Women's and Children's Unit and in the Operating Room. In this report you will also see the additional providers we have recruited to the community and their specialty.

For Growth we added several new services such as the Behavioral Health Clinic, complementary medicine, the GreenLight™ process Dr. Bove is doing for men's prostate health and a new procedure by Vermont Orthopaedic Clinic involving resurfacing of the hip.

Our newest goal is Information Excellence. The best example of this goal is our work toward obtaining a Hospital Information

System (*HIS*). This system will move us toward an electronic medical record and a more coordinated system of providing care to our patients. This work is highlighted in the *Year in Review*.

When we talk about our goal around Financial Strength we all know the economic climate continues to be a tough one. We are continuing to monitor the economy and its impact on the hospital very carefully. There are two possible impacts that we face. The first is on operations. So far, we have not seen a significant impact on our operating revenue and volumes. Through the first five months of fiscal year 2009 our profit from operations is at 4.3% against a budget of 3.6%. We are very happy to be ahead of our predictions. This is thanks to the hard work of all our providers and staff. We will continue to monitor this very closely, and there are departments that are down more than that. We must continue to make adjustments to maintain productivity, but this is a smaller impact so far than we had feared.

The second impact that we faced was on the capital purchasing side of things (*equipment and facilities*). We have had to slow down our purchases in this area significantly. We have reduced our capital budget from \$10 million down to approximately \$6 million in order to preserve cash and to be conservative while we watch the current economic situation unfold. Hospitals across the country are having trouble borrowing money for purchases and we fare no differently, so we need to be careful on capital spending for the foreseeable future. All of this may be subject to change as we watch the economy very closely to see how it affects Rutland Regional. We must remember that, no matter what, our mission is to serve our community and keep our patients' needs at the forefront.

In these tough times we are even more grateful for the support of the Rutland Health Foundation and the Rutland Regional Medical Center Auxiliary for their contributions to

Rutland Regional in funding many programs and services.

The final goal necessary to meet Our Vision is to be an Employer of Choice. This means creating an environment where employees trust those they work for; enjoy those they work with; take pride in what they do; and have an opportunity to grow. We take this goal very seriously. One way we can tell if we are doing a good job in this area is by surveying our staff. We conducted our Employee Perspectives Survey this past fall and are reviewing the results. One result that we are very proud of is our overall mean score of 67.3%. This is an increase of 2.4 points from the last survey. That is terrific news! We are now thinking about what to work on for the hospital and at the department level to keep this positive trend moving. On the hospital wide level one of the things we will continue to focus on is Leadership Listening along with revamping the performance appraisal process. Department specific initiatives will vary but we will focus on them as well.

It is our staff who make this organization an asset to the community. Together we know we can achieve Our Vision. In this report you will see a list of this year's staff who are celebrating milestone anniversaries. I appreciate your taking the time to read Rutland Regional's Annual & Community Report.



Thomas W. Huebner, *President*
Rutland Regional Health Services and
Rutland Regional Medical Center



The Year in Review

Rutland Regional had many accomplishments this past year and we'd like to share a few of them with you.

Going Green

As the second largest hospital in Vermont, and in alignment with our vision to be the best community hospital and health care system in New England, it is our responsibility to be environmentally conscious.

Our long term goal is to maintain or reduce our carbon footprint. The carbon footprint is a measure of the impact human activities have on the environment in terms of the amount of greenhouse gases produced, measured in units of carbon dioxide.

Here are a few of the environmentally conscious initiatives that are being considered and some that have been implemented recently: natural fertilizer is used on the lawns and gardens, environmentally friendly ice melt is used on all walkways, 50% of outdoor holiday lights were LED (*light-emitting diode*), which are more energy efficient and trees are planted yearly. Also, Food and Nutrition Services changed a process and reduced water consumption by \$30,000 per year and our Environmental Services staff continue to do a great job coordinating the disposal of recyclables (*cans, corrugated cardboard, newspapers, shredded confidential paper, etc*).

Making a Difference

Debbie Harte, RN, a Rutland Regional employee since 1983, became a member of the National Marrow Donor registry in November of 1998. Ten years later she was contacted by the National Marrow Donor Program to tell her that she was a potential match for a 50-year-old female patient. Debbie agreed to go through the donation process. When asked

if she would do it again she said she definitely would. Debbie's name will remain in the registry but she will not be able to donate again until May of 2009.

WACU Receives a Face Lift

A construction project in the center of the Women's and Children's Unit (WACU) was completed. The goals for the project were to brighten the area, ensure better access to the unit, create additional space needed to prepare patient medications, provide private dictation space for physicians and enhance overall confidentiality. The unit remained operational during the project. An open house was held to celebrate the unit's new look.

Classroom Dedication

Last year's expansion at the Rutland Region Diabetes & Endocrinology Center included a new Diabetes Classroom dedicated to Diana Doaner, who passed away in 2007. Diana was a delightful woman who was diagnosed with diabetes when she was 11 years old in 1953.

At that time treatment and care for people with Type 1 Diabetes was limited at best. She approached Jim Bowse, then CEO of Rutland Regional, in 1994 presenting the needs for education and care for people with diabetes in the Rutland area. From there, Rutland Regional employee Sarah Narkewicz, RN, started the first diabetes education class and was the first Certified Diabetes Educator in the area. In June of 1995, Philip Lapp, MD, was hired to be the first endocrinologist in the area. The Diana Doaner Education Classroom was dedicated in June of 2008 in appreciation of Diana's visionary role in bringing comprehensive diabetes services to the Rutland Community.

Smart Semi Comes to Rutland

Cerner Corporation, which specializes in Health Care Information Technology Systems, took their work out on the road with a stop here at Rutland Regional. The 18-wheeler Smart Semi showed what to expect with the future technology of patient care. The Smart Semi is a mobile showroom featuring innovative technology and solutions in an environment designed to improve work flow and enhance care.

Providers and support staff from all over the hospital visited the Smart Semi to see demonstrations of different system features.

Cerner is one of two finalists in Rutland Regional's search for a Hospital Information System vendor.

Improvements in Patient Care

The Diagnostic Imaging Department took the next step in becoming fully electronic in August 2008. The reading of all films done by Rutland Regional Radiologists will utilize PACS (*Picture Archiving Communication System*). This system allows Diagnostic Imaging, and other departments throughout the hospital, to be more efficient. Clinicians will have easy electronic access to patients' films so they can provide the best patient care.

Another improvement is the conversion of the dictation system. Diagnostic Imaging converted the Linear Dictation system to a newer digital platform, which provides for better efficiency within the department. This feature allows for easier access for medical

transcriptionists to convert the dictation of the doctors into a patient's medical record.

Hospital Information System (HIS)

The new HIS will be a comprehensive, integrated information system designed to manage the clinical, administrative, human resources and financial aspects of Rutland Regional.

Access to clinical and business information will be easier to obtain for our customers.

Rutland Regional sent out a request for information and 12 vendors responded. Through a careful planning and selection process the list was narrowed to five who were invited to demonstrate their product to the staff of Rutland Regional.

The field has been narrowed to two vendors, Cerner and McKesson, who have been invited back to give a final demonstration. This will allow the Steering Committee to make a final decision on who will provide the HIS for Rutland Regional.

Having an HIS system will move Rutland Regional to a more coordinated system of providing care to our patients and provide excellent information to our customers.

Non-Traditional Patient Care

Marietta Yeager, Occupational Therapist, in Psychiatric Services employs a unique approach to her patients' treatment on the 19-bed inpatient unit. Each patient has the opportunity to participate in the artful expression therapy. Marietta has found that



each of her patients have been able to respectfully express themselves through their canvas. This approach is not about expressing their frustrations by slinging paint onto a paper with a brush, but it is done in such a way that it is almost like medication for each patient.

Marietta trained in a three year Artistic Therapy program in the United Kingdom during the early 1990s.

Most patients on the unit haven't painted since their childhood and yet after trying this new form of therapy they seem to enjoy it.

A Journey for Nursing Excellence

The Center for Nursing Excellence at Rutland Regional is currently in the middle of a journey to achieve Magnet status. The Magnet award is bestowed upon organizations where nursing has reached a high level of achievement in areas such as autonomy of practice, quality of care, patient outcomes, job satisfaction, leadership and interdisciplinary collaboration. There is only one hospital in the State of Vermont that has achieved such status and we are striving to be the second.

In the Fall of 2009 Rutland Regional will submit our evidence to become a Magnet hospital. That will require a site visit from the Magnet board to review our evidence to be awarded Magnet status. This is one way we can ensure we are doing what is really important – meeting the needs of our customers.

New Prostate Health Treatment

A new treatment now available at Rutland Regional may provide relief for men suffering from an enlarged prostate. Ernest M. Bove, MD, began using the GreenLight™ system of treatment last fall. This process uses lasers to vaporize the prostate tissue from the urethral canal. This outpatient treatment clears up many of the problems associated with benign prostatic hyperplasia.

Rutland Regional Family Honored

Auntie Anne's Pretzels, best known for its freshly baked, hand-rolled soft pretzels, is recognizing local West Haven, VT, residents Richard & Kerry Ellis for their community service work as part of a nationwide search for 20 deserving families who give back to and make their communities better places to live. As part of the *What a Difference a Family Makes: A New Twist on Giving Back* grant program, which the chain launched to celebrate its 20th birthday, Auntie Anne's will award the Ellis family with a \$2,000 grant to further their work as bone marrow donor advocates.

Kerry, the Ellis family, and many friends have devoted hundreds of hours to registering individuals at nearly 100 Marrow Donor Screening Drives since the program was started 10 years ago. Through their efforts the Marrow Donor Program at Rutland Regional has added more than 2,000 new names to the National Registry.

Quality Award

Carol Welsh announced that the Endoscopy Unit received an Award for Quality from the American Society of Gastrointestinal Endoscopy. The Certificate of Recognition award is granted for a three-year renewable period.

This award comes from the ASGE (*American Society for Gastrointestinal Endoscopy*) which is a national physician group recognizing quality work. This award has specific guidelines and it is quite difficult to attain. The providers (*Dr. Howard Weaver & Dr. Dale Janik*) and staff of the Endoscopy Unit have both been recognized by this group for maintaining such high standards of excellence and quality.

Outpatient Behavioral Health Clinic

With the ever increasing demand for quality Mental Health Services in our community, Rutland Regional created the new Behavioral Health Clinic. This outpatient clinic opened for service October 21, 2008. Within the first

month of opening the providers on staff were nearly booked.

The clinic is staffed by a multi-disciplinary team including: psychiatrists, advanced practice registered nurses, psychologists and licensed clinical social workers.

All potential patients of the Behavioral Health Clinic must have a referral from their Primary Care Physician to access the services available.

Rutland Regional General Surgery

In order to meet the needs of our community and the demand for general surgeons. Rutland Regional is now offering the services of Rutland Regional General Surgery. This surgical group has combined the expertise of two Rutland based general surgery practices into one hospital based practice. Pisanelli Surgical Associates (*Victor J. Pisanelli, MD, FACS*) and Rutland Surgical Associates, Inc. (*Matthew A. Conway, MD, FACS & John C. Louras, MD, FACS*) will be working together at the office on 241 Stratton Road.

We believe that this will be a move that will enable each physician more flexibility and also will be able to provide the quality of care that our patients deserve.

New Spine Procedure Offered

Vermont Orthopaedic Clinic's Matthew Zmurko, MD, is now offering a new minimally invasive procedure for the treatment of lumbar spine stenosis (*LSS*) symptoms. *LSS* is a common spinal problem suffered mainly by people who are over the age of 50, and is often associated with leg, buttock, groin and sometimes even back pain itself.

This new approach involves implanting an X-Stop® device during a minimally invasive procedure that usually takes between 45 to 90 minutes and can be done under local anesthesia. The procedure has a low complication rate, and has been clinically proven to relieve the symptoms of lumbar spine stenosis.

New Women's Service Offered

Rutland Regional Medical Center has partnered with Fletcher Allen Health Care to bring to Rutland Regional the Gynecological Oncology Health Clinic. The Gynecological Oncology Health Clinic provides clinical services for consultation and follow-up care for patients with a diagnosis of gynecologic malignancy.

The Gynecological Oncology Health Clinic is located in the Community Cancer Center on the first floor of Rutland Regional, and is seeing patients on the first Friday of each month.

Marrow Donor 10th Anniversary

December 2008 marked the 10th Anniversary of the Marrow Donor Program at Rutland Regional. In that 10 years the program has added more than 2,000 individuals to the National Bone Marrow Registry. Of those names that have been added to the registry there have been five donations, of those five one has donated twice, and there have been two donors who are employees of Rutland Regional.

The process by which the initial screening is done to determine if a match is possible has changed. The current method utilizes cotton swabs, not blood samples as done in the past. With the cotton swabs, potential donors place them in the four corners of their mouths to collect tissue samples that can be tested. This method is painless and the procedure takes only 15 minutes.

If you or anyone you know would like to help the Marrow Donor Program with a donation to buy screening kits, or to be screened yourself contact, Kerry Ellis at 802.747.6267.

Complementary Medicine

Rutland Regional Medical Center has joined the growing numbers of hospitals that offer complementary therapies in a more formalized way as part of its treatment options to selected groups of patients.

Here at Rutland Regional, there is the interest, willingness and expertise in providing selected complementary therapies alongside our more mainstream medical and surgical services. This has led to a number of our staff being trained or certified in these types of therapies, such as Massage, Reiki, Reflexology, Aromatherapy and Guided Imagery.

Reiki is an ancient form of Japanese healing that has become a popular way to support comfort, wellness and healing. The word “Reiki” can be translated as universal life energy. A specially trained practitioner, often called a Reiki therapist, uses his/her hands to channel universal energy to the recipient. This energy is believed to help the body bring its own energy level back into balance. Reiki is used for stress, anxiety or fear, insomnia, pain, nausea, sadness and depression and to support general wellness, comfort and healing.

Acupuncture is the insertion of very fine, sterile needles into the body at precise points. Acupuncture is based on the Chinese theory of the vital energy called Qi (“chee”) that all living things possess. When Qi flows freely through the body it protects, warms, nourishes and integrates bodily functions. When it is blocked, pain, dysfunction or illness can occur. Acupuncture removes obstructions thus promoting the free flow of Qi to restore health. Acupuncture also guides Qi to the channels that are deficient and drains Qi from places of excess seeking to restore energetic balance. Acupuncture can be used to treat many health problems from acute pain to managing a number of chronic conditions and can also be used to maintain a sense of well-being.

Our Palliative Care nurses have started, and will continue, to incorporate music, guided imagery, Reiki and massage into the plan of care for inpatients at end of life. The Community Cancer Center has also been including guided imagery, acupuncture, massage and wellness coaching as part of its outpatient cancer care.

In April 2008 the Community Cancer Center was awarded a VT-NH Komen Foundation Grant to support breast cancer survivors with complementary therapies. Because the Community Cancer Center was able to demonstrate improvements in patients’ Quality of Life scores as a result of the addition of acupuncture and massage services, Glen Harder, licensed acupuncturist, is now credentialed by Medical Staff Services to provide services to both in- and outpatient Cancer Center clients.

We have also introduced another aspect of complementary therapy called the C.A.R.E. (*Continuous Ambient Relaxation Environment*) Channel and Guided Imagery programming, which has been added to our in-house TV broadcasting system.

These two 24 hour television channels have been proven effective for: pain management, patient restlessness, stress reduction and palliative care. The C.A.R.E. Channel includes scenic nature video accompanied by soothing instrumental music. Guided Imagery offers the choice of various guided meditation programs.

Many thanks go to Dr. Steve Brittain, Dr. Allan Eisemann, Larry Jensen, Dorie Ward, Linda McKenna, Maureen Gibeault, Claire LaForce, Ann Southworth, Lorraine Dipietro, Gretchen Caira, Eva Zivitz and Laurel Cole, whose efforts have made complementary therapies possible as part of the care services we provide for our patients here at Rutland Regional.



Welcoming New Providers

March 2008 – February 2009

Gail M. Barton, MD
Psychiatry

Luis A. Bauzo, MD
Pediatrics

Kattia M. Benetatos, CDA
Dental Assisting

Daniel T. Biles, MD
Anesthesiology

Daniel Cole, PA
Orthopaedic Physician Assistant

Tania M. Dente, DO
Internal Medicine (Hospitalist)

Hella Sophie Douglas, APRN
Psychiatric Nurse Practitioner

Madeleine R. Fay, MD
Internal Medicine/Endocrinology

Daniel K. Fram, MD
Radiation Oncology

Christa Fratino, PA
Orthopaedic Physician Assistant

Havaleh Marie Gagne, MD
Radiation Oncology

Amy Marie Gjerde, MD
Anesthesiology

Scott J. Graham, MD
Emergency Medicine

Sarah D. Ham, CRNA
Nurse Anesthetist

Glen W. Harder, LAc
Acupuncture

Robert Ramsey Herrington, MD
Emergency Medicine

Trudi K. Holt, MD
Emergency Medicine

Linda Kijewski, MD
Anesthesiology

Stephen M. Knisely, LICSW
Clinical Social Work

Linda C. Kocsis-Diaz, MD
Internal Medicine (Hospitalist)

Adam W. Kunin, MD
Cardiology

Barbara B. Lazar, MD
Family Practice

Ezequiel P. Lopez-Presas, MD
Pathology

Gerald C. Mingin, MD
Pediatric Urology

Wayne M. Powell, APRN
Psychiatric Nurse Practitioner

Kirsten E. Redborg, MD
Anesthesiology

Beverly J. Roseberry, MD
Family Practice

Eitan Sobel, MD
Internal Medicine (Hospitalist)

Vered Sobel, MD
Ophthalmology

Tyler H. Steward, MD
Internal Medicine (Hospitalist)



Celebrating Staff Milestones

45 Years

Arlie Welch Diagnostic Imaging

40 Years

Carol Ghent Women & Children's Unit

35 Years

Julianna Abatiell Progressive Care
 Esther Durham Fifth Floor
 Gail Shaw Endoscopy
 Sheila Dagg Ambulatory Care
 Carol Adams Women & Children's Unit
 Karen Allen Post Anesthesia Care Unit
 Cathy Pratico Diagnostic Imaging
 Colleen Elnicki Food & Nutrition Services
 Kenneth Haviland Security & Safety
 Maureen Chamberlain Medical Records

30 Years

Carol Garrow Vermont Orthopaedic Clinic
 Mary Beth Alberico Inpatient Rehab
 Beverly Bosten Women & Children's Unit
 Mona Rickert Women & Children's Unit
 Barbara Amsden Emergency Services
 Sandra Fink Emergency Services
 Linda Buhler Ambulatory Care
 Antoinette Boltz Cardiac Cath Lab
 Kim Flory-Lake Oncology Services
 Dayle Burditt Operating Room
 Nancy Baird Sterile Processing
 Donna Durfee Sterile Processing
 Susan Alfonso Laboratory
 Kathleen Drew Diagnostic Imaging
 Marlene Greene Sleep Center
 Althea Batease Finance
 Kim B. McDonnell Finance
 Kathleen Pratt Patient Accounting
 Virginia Carroccia Outpatient Services
 Susan Lebel Community Education
 Eleanor Delpha Telecommunications
 Patricia Tamborini Information Systems
 Mary Burke Medical Records

25 Years

Renee Mandigo Fifth Floor
 Donna Kennedy Inpatient Rehab
 Lesa Cathcart Psychiatric Services
 Sandra Collins Women & Children's Unit
 Pamela Poalino Emergency Services
 Cynthia Mullin Endoscopy
 Deborah Harte Ambulatory Care
 Linda Johnson Cardiac Cath Lab
 Gillian Greene Diagnostic Imaging
 Denise Patrick Occupational Health
 Bernard Niles Food & Nutrition Services
 Kathleen Sadakierski Food & Nutrition Services
 Stanley Jagodzinski Information Systems
 Carolyn Blackmer Medical Records
 Deborah Mills Progressive Care

20 Years

Anne Day Surgical Care
 Roberta Rowe Inpatient Rehab
 Patricia Fowler Emergency Services
 Sylvie Lariviere Emergency Services
 Harry Chen Emergency Services
 Susan Condrill Laboratory
 Michelle Hartline Laboratory
 Linda J. Smith Laboratory
 Debra Brown Sleep Center

15 Years

Sheila Barton Progressive Care
 Patricia Church Fifth Floor
 Michelle Opsahl Intensive Care
 Kimberly McDonnell Oncology Services
 Jane Davoll Operating Room
 Brenda Buswell Physical Therapy
 Rebecca Raub Physical Therapy
 Kelly Parker Speech Therapy
 Kathie Fox Food & Nutrition Services
 Jean Ray Food & Nutrition Services
 Betsy Bianchi Engineering & Maintenance
 Edward Herron Engineering & Maintenance
 Gail Samson Environmental Services
 Frances Kelly Human Resources
 Barbara Hazelton Utilization Management
 Gail Lafrance Medical Records
 Betty Wescott Medical Records

10 Years

Carlene Kasuba Surgical Care
 Joan Sienicki Surgical Care
 Emily Sosnoff Surgical Care
 Karen Waterworth Surgical Care
 Karen Edgerton Fifth Floor
 Lisa Lambert Fifth Floor
 Robin Lash Fifth Floor
 Kathlene Pelletier Fifth Floor
 Shari Bruce Women & Children's Unit
 Tara Godette Women & Children's Unit
 Janet Slade Women & Children's Unit
 Patricia Skidmore Emergency Services
 Thomas Jager Emergency Services
 Stephen Lefler Emergency Services
 Margaret Lebrecque Endoscopy
 Thomas Hartigan Rehab Support
 Todd Lefkoe Psychiatry
 Kathleen Romano Psychiatry
 Michelle Storey Diabetes Clinic
 Katie Buffum-Schneider Women & Children's Unit
 Megan Hasbrouck Women & Children's Unit
 Sara Kussel Women & Children's Unit
 Gretchen Caira-Stabile Operating Room
 Thomas Yakunovich Laboratory
 Mary Mckearin Diagnostic Imaging
 Karen Wolf Cardiopulmonary Services
 Jeffrey Jaurigue Physical Therapy
 Martin Locsin Physical Therapy
 Sherrie Shaw Occupational Therapy
 Jonathan Marriott Engineering & Maintenance
 Richard Swan Engineering & Maintenance
 James Wetherby Engineering & Maintenance
 Nancy Barker Environmental Services
 Nancy Lear Environmental Services
 Melissa Bizon Pharmacy
 Janice Buxton Finance
 Sharon McNeil Finance
 Lisa Casey Patient Accounting
 Maxine Willis Patient Accounting
 Sharon Christie Registration
 Christina Grohans Registration
 Elaine Munukka Registration
 Julie Petrossi Registration
 Mary Schindler Registration
 Mary Fran Johnson Outpatient Services
 Tina Laplant Outpatient Services
 Lawrence Jensen Rutland Health Foundation
 Kathleen Letendre Administration
 Kim Howard Human Resources
 Claire Laforce Health Science Library
 Kathleen Sgorbati Case Management

Scott Adams Purchasing
 Mary Noble-McNeil Medical Records
 Karen Shields Medical Records
 Patricia Thibodeau Medical Records
 Mary Ann Gaherty-Reich Emergency Services

5 Years

Susan Bradish Surgical Care
 Christina Jacobson Surgical Care
 Kristy Putorti Harris Surgical Care
 Sheila Hahn Progressive Care
 Penelope Hunter Progressive Care
 Amy McLaughlin Progressive Care
 Amy L. Crowley Fifth Floor
 Bonnie Goodrich Fifth Floor
 Martha Johnson Fifth Floor
 Debra Kikuchi Fifth Floor
 Crystal Parent Fifth Floor
 Deborah Rowe Fifth Floor
 Sarah McKee Inpatient Rehab
 Diane Butler Women & Children's Unit
 Carrie Dopkins Women & Children's Unit
 Joellen O'Connor Women & Children's Unit
 Marie Pavini Intensive Care
 Jeffrey Ahearn Hospitalists
 Christina Adams Emergency Services
 Joan Bishop Emergency Services
 Brenda Dunlap Emergency Services
 Brian Smith Emergency Services
 Jeffrey Bianconi Emergency Services
 Robert G. Mitchell Emergency Services
 Jeremy Orr Emergency Services
 Mark Palinski Emergency Services
 Lorraine Dipietro Endoscopy
 Sara Costales Oncology Services
 Susan Raymond Diabetes Clinic
 Rebecca Allen Women & Children's Unit
 Mary Clifford Operating Room
 Susanna Gilmore Operating Room
 Jessica Gruber Operating Room
 Shannon Hill Operating Room
 Carolyn Behrendt Laboratory
 Kathryn Lulek Laboratory
 Dawn Degraaf Diagnostic Imaging
 Florence Sulik Diagnostic Imaging
 Pati Novak Diagnostic Imaging
 Kathy Reed Hughes Diagnostic Imaging
 Lori Campagne Diagnostic Imaging
 Jill Elnicki Food & Nutrition Services
 Aaron Jones Food & Nutrition Services
 Mary Mcatee Food & Nutrition Services
 Diana Fiorella Robinson Food & Nutrition Services
 Travis Potter Security & Safety
 Lynn Morse Environmental Services
 John Williams Environmental Services
 Lori Brewer Distribution
 Katherine Perry Pharmacy
 Theresa McGinnis Patient Accounting
 Jessica Walker Registration
 Shari O'Brien Marketing
 Jenna Carlson Telecommunications
 Kurt Clarkson Telecommunications
 Kathleen Waite Information Systems
 Claudia Hearscrew Purchasing
 Kay Galloway Transcription
 Tammy Knox Medical Records
 Bethany Coppinger Vermont Orthopaedic Clinic
 Margaret Schorle Killington Clinic
 William Knowles Killington Clinic





Celebrate Volunteers!

Making an Impact on Our Community

Non-profit organizations have long relied on volunteer support to maintain or expand the services that can be provided. Rutland Regional's employees not only rely on, but also deeply appreciate, our committed volunteer staff. The thousands of tasks they perform make staff's days run smoother and enhance customer service.

Today's volunteers are the best educated ever and bring a wealth of knowledge and experience to the workplace. They want to do meaningful work, want to know their time has been well spent and that their contributions have made an impact.

At Rutland Regional, volunteers are embraced as partners helping our hospital achieve its vision of being the best community hospital and health system in New England. New positions that can best utilize the vast skills offered by our community members are constantly being developed. Volunteers have become essential to effectively meet our community needs and it is fitting that we celebrate our community partners for their civic engagement and all that they bring to our organization.

Please call 802.747.3857 or 802.747.1675 for more information or apply at www.rrmc.org.

Adult Volunteers

Phyllis Abatiell
Lori Abelman
Donna Abramov
Peter Abramov
Ardena Ackerman
Dick Adams
Bobbi Adams
Terry Adams
Bob Aldrich
Phyllis Aronson
Lucy Athas
Bill Athas
Cairle Ault
Carmen Ault
Barbara Austin
Pauline Austin
Charlie Baker
Carol Bam
Bill Bannerman
David Baril
John Barker
Kathy Barrett
Paul Bassalin
Janet Beanland
Florence Beatty
Faith Berg
Anne Bergen
Chris Beriau
Dick Beriau
Bonnie Blanchard
Kay Blanchard
Donna Blight
Penny Bobar
Bill Boden
Nancy Boden
Ned Bogar
Jim Bogdanovitch
Gary Boyles
Jean Britt
Dick Brothers
Kurt Brown
Lorraine Brown
Marin Brownell
Terry Bruce
Mike Burke
Martha Buschbaum
Jean Butcher
Mike Butto
Pat Callahan-Smith
Lorraine Canty
Rich Carlson
Maureen Casella
Barb Chapleau
Marion Chapman
Ruth Childs
Kurt Clarkson
Mike Clifford

June Coburn
Margaret Conboy
George Costello
MaryJean Costello
Shirley Cota
Diane Courcelle
Paul Crossman
Kaitlyn Daly
Margaret Dick
Gladys DiGangi
Kathleen Doon
Tom Doon
Bobbie Dress
David Dress
Arlene Drugonis
Harry Drum
Richard Dundas
Mary Ann Eagen
Arlene Eakley
Tom Eakley
Mary Ann Eddy
Shari Edmands
Helen Ely
Kathy Entinger
Waffa Evaji
Bob Fast
Bill Fellows
Diana Fellows
Donna Fiske
Marlee Forte
Chub Franzoni
Evelyn Frazier
Liz Frederico
Kae Fretz
Ruth Fucci
Roxanna Fucile
Marie Fusco
Keith Gaskins
Blanche Gibeault
Masako Gibeault
Helen Gilman
Bob Giordano
Frances Gluck
Tomi Golden
Sandy Gonzalez
Josephine Goshgarian
Joanna Gould
Bob Grace
Sara Grace
Murray Grant
Joe Grey
Sara Grey
Jeannine Griffin
Dick Gurney
Laurie Guyette
Dick Hammond
Linda Hampton
Ann Harrington

Marion Harrison
Cathy Hart
Mary Hector
Bea Hendee
Kate Hennessey
Margaret Hickey
Joan Hogenkamp
Sharon Holmberg
Julie Holthouse
Arlene Hopkins
Evelyn Horton
Nancy Howe
Tom Huebner, Sr.
Sharon Hughes
Larry Jensen
Sue Jern
Peg Johnson
Ruth Jones
Sheila Kapitan
Therese Kapitan
Penny Keefe
Charlotte Keenan
Connie Kelley
Harris Kelley
Carol Kenlan
Sibyl Kirby
Pat Koch
Claudette Krupnick
Meg LaBrecque
Norm Ladabouche
Dick Laird
Helen Lambert
Jane Langill
Ernest LaRose
Kathy Ledo
Tom Lertola
Suzanne Levack
Pat Levins
Norma Levy
Claudio Lewis
John Little
Richard Littler
Justine Long
Pat Loso
Bonnie Lucas
Robert Lucas
Theresa Lussier
Oki Lynn
Carol Macaluso
Ted Mandeville
Donna Manfredi
Rosemary Manfredi
Judy Manley
Michael Marceau
Sylvia Marcrow
Carol Marold
Yolanda Marro
Fred Martin

Janet Martin
Wayne Massari
Lee Mayer
Bill McCarthy
Winnie McClallen
Jean McDuff
Nicole McDuff
Trudy McGurl
Mo McLaughlin
Wendy McLaughlin
Mimi McManus
Barbara McNeil
Kathy McVey
Al Merritt
Jim Mills
Fran Moorby
Debbie Morelli
Sharmane Morse
Jeanne Mulcahy
Elaine Mullan
Mary Murphy
Joyce Notte
Becky Oberkirch
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*In Fiscal Year 2008, 351 Volunteers Donated
51,748 hours of Service to Rutland Regional*

RRMC Auxiliary

Supporting Health in the Rutland Community

The most significant portion of funds raised by the Auxiliary comes from its thriving Gift Shop. It is stocked with an impressive array of framed prints, jewelry, toys, home accessories, candles, magazines, cards and more. While it is professionally managed, the Gift Shop relies on 20–30 volunteers who run the cash register, display and arrange merchandise, and take inventory. Come shop with us, knowing that your purchases help support the Hospital as well!

The Auxiliary also holds seasonal fundraisers and sales by outside vendors who donate a portion of their proceeds. The Auxiliary receives financial support from individuals, auxiliary members and community businesses. These combined efforts have enabled the Auxiliary to award \$30,000 to \$40,000 annually to Hospital departments and scholarship recipients.

2008 Scholarship Recipients

\$2,000 Alyssa Congdon, Mill River High School, *Castleton College – Nursing*

\$1,500 Cassie Godzik, Rutland High School, *Pre-Med – University of Vermont*

\$1,500 Kelsie Ward, Fair Haven Union High School, *Castleton College – Nursing*

\$1,000 Melanie Blais, Black River Union High School, *Albany College of Pharmacy – Pharmacy*

\$1,000 Katherine McCormack, Proctor High School, *Albany College of Pharmacy – Pharmacy*

\$2,000 Amy Taylor-Dougan, *Adult Senior Nursing Student, Castleton State College*

Total Scholarships Presented \$9,000

2008 Auxiliary Program Funding

\$500 to Cardiac Rehabilitation for a Projector

\$1,540 to the 5th Floor for Patient Shift Boards

\$376 to Endoscopy for a TV & Cabinet

\$1,500 to Lymphedema Clinic for Treatment Components

\$1,500 to the Marrow Donor Program for Tissue Testing

\$800 to the Emergency Department for DVDs, Toys & Scrubs

\$492 to Kids on the Move for Beyond Play

\$3,500 to the Breast Care Program for Camisoles & Educational Materials

\$600 to Patient Services Fund for a Simulator

\$1,600 to Surgical Care Unit for a Hip Chair

\$500 to Speech Pathology for Day Planners

Total Funding Presented \$12,908



James T. Bowse Health Trust

The James T. Bowse Community Health Trust has provided grant funding to 36 community based programs for over 12 years. The serious declines in the economic market did not spare the Bowse Health Trust, and had a significant impact on the Bowse Trust investments. In order to ensure the Bowse Trust's sustainability for future cycles the Board made the difficult decision to suspend grant funding for 2009. The Bowse Trust is continuing to fund programs that had been awarded grants in previous years. Four programs are in their third and final year of funding and have made a positive impact on the health of those they serve.

Tapestry Program

The Tapestry Program, which is hosted by Rutland City Schools, received \$88,000 to provide onsite mental health counseling and services to 200 youth who participate in the Tapestry After-School Program. All students take part in an educational program that deals with anger management, coping skills, and problem solving. Students are referred as needed to group counseling sessions that are provided by Rutland Mental Health staff. These children now have direct access to services. The program has shown a decrease in disciplinary actions, suspensions and an increase in retention in school.

Quest for Wellness

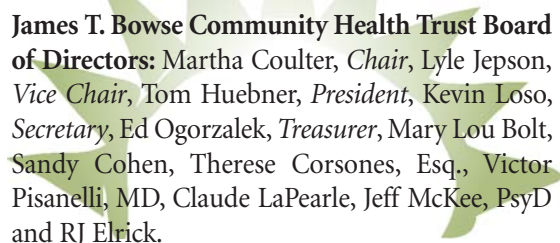
The Rutland Southwest Supervisory Union received \$60,000 to promote healthier eating behaviors and increased physical activity for students in this rural area. All four elementary schools provide the SPARK (*Sports, Play & Active Recreation for Kids*) program. This program engages 200 students in this research-based intervention to promote health. A registered dietitian worked with the supervisory union to improve nutrition services & policies. An additional development of this program is the Wellness Center at the Poultney High School. This Center provides an array of exercise & weight lifting equipment, and resources for students and community members. The Center is open early in the morning and after school. It is used daily by 70 students. The latest measurement of students shows a decrease in obesity.

Triple Play

The Boys & Girls Club of Rutland County received \$60,000 to integrate Triple Play into its operations. The Triple Play Program is a research-based program that teaches youth how to make healthier choices and live healthier lives. The components of the program target the mind, body and soul. The goal is to increase physical activity levels, improve nutrition habits, and promote positive self-esteem. The program uses the Knights of Columbus gym to engage the members in physical activity. The club kitchen is used to teach healthy cooking skills. The program impacts all club members, and 30 have committed to keeping activity logs. Expansions of this program included a tennis program, a satellite program at Forest Park and partnerships with the Rutland Recreation Department.

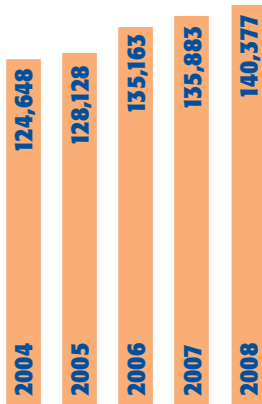
Nurturing Parent Program

Prevent Child Abuse Vermont received \$45,000 to provide parenting programs throughout the year. These programs include Nurturing Fathers, Nurturing Teenage Parents, Nurturing Parenting of Families in Recovery from Substance Abuse, and Nurturing Parenting for Young Children. The goal is to strengthen families by giving them the tools they need to create safe, healthy, and nurturing environments for their children. Each year 6 parenting programs engage 30–50 parents in learning positive parenting skills. Post program evaluations showed an increase in parental empathy and setting family rules.



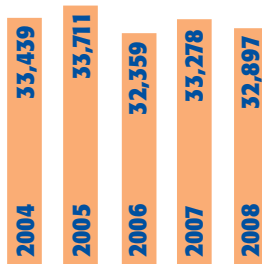
James T. Bowse Community Health Trust Board of Directors: Martha Coulter, *Chair*, Lyle Jepson, *Vice Chair*, Tom Huebner, *President*, Kevin Loso, *Secretary*, Ed Ogorzalek, *Treasurer*, Mary Lou Bolt, Sandy Cohen, Therese Corsones, Esq., Victor Pisanelli, MD, Claude LaPearle, Jeff McKee, PsyD and RJ Elrick.

Rutland Regional Medical Center Financial Statement



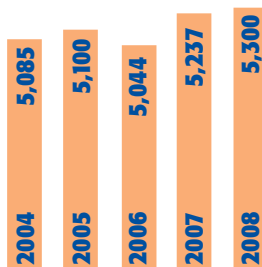
Outpatient

Rutland Regional's outpatient encounters have shown an increase.



Inpatient Days

Inpatient days at Rutland Regional decreased slightly in Fiscal Year 2008.



Surgical Procedures

Surgical Procedures at Rutland Regional have remained steady.

During Fiscal Year 2008, Rutland Regional provided \$2,702,575 in free care to patients in financial need.

Balance Sheet

	2007	2008
Assets		
Current Assets	38,601,617	37,228,195
Property Plant & Equipment, net	51,620,519	52,843,427
Other Assets	6,733,191	2,956,164
Assets Whose Use is Limited	86,906,717	71,557,498
Total Assets	\$183,862,044	\$164,585,284

Liabilities & Net Assets

Current Liabilities	26,983,233	23,481,225
Pension Liabilities	0	0
Other Liabilities	9,900,199	5,349,014
Accrued Pension Obligation	0	2,350,186
Long-term Debt, net current portion	29,855,788	28,451,399
Net Assets	117,122,824	104,953,460
Total Liabilities & Net Assets	\$183,862,044	\$164,585,284

Statement of Revenue & Expenses of General Fund

	2007	2008
Gross Revenue	257,556,166	275,629,701
Less: Contractual Allowances (primarily Medicare & Medicaid)	104,173,132	114,402,401
Net Revenue	153,383,034	161,227,300
Other Revenue	2,523,157	2,353,207
Total Revenue	155,906,191	163,580,507
Expenses	149,008,169	159,907,432
Income (loss) from Operations	\$6,898,022	\$3,673,075
Non-operating Gains (losses)	3,054,067	5,303,681
Excess of Revenues and Net Gains over Expenses	\$9,952,089	\$8,976,756

Rutland Regional Health Services Financial Statement

Combined Balance Sheet

(RRHS, RPMC, HEI, RPPG, VOC & JTB)

	2007	2008
Assets		
Current Assets	38,357,193	36,639,631
Property Plant & Equipment, net	59,736,744	60,808,884
Other Assets	8,627,448	4,237,084
Assets Whose Use is Limited	106,625,139	87,104,040
Total Assets	\$213,346,524	\$188,789,639

Liabilities & Net Assets

Current Liabilities	28,731,147	26,182,227
Pension Liabilities	0	0
Other Liabilities	9,900,199	5,349,014
Accrued Pension Obligation	0	2,350,186
Long-term Debt, net current portion	32,866,161	29,750,229
Net Assets	141,849,017	125,157,983
Total Liabilities & Net Assets	\$213,346,524	\$188,789,639

Combined Statement of Revenue & Expenses of General Fund

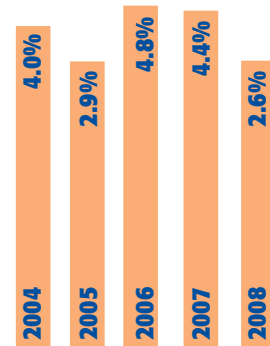
(RRHS, RPMC, HEI, RHF, VOC & JTB)

	2007	2008
Gross Revenue	267,124,268	287,515,687
Less: Contractual Allowances (primarily Medicare & Medicaid)	109,049,195	120,501,901
Net Revenue	158,075,073	167,013,786
Other Revenue	4,352,339	3,861,905
Total Revenue	162,427,412	170,875,691
Expenses	159,208,336	171,163,056
Income (loss) from Operations	\$3,219,076	(\$287,365)
Non-operating Gains (losses)	4,890,454	7,660,701
Excess of Revenues and Net Gains over Expenses	\$8,109,530	\$7,373,336



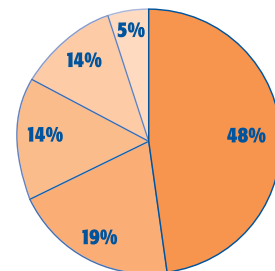
Cash on Hand

The number of days Rutland Regional could meet its average daily cash expenses without collection of any payments.



Operating Margin

Rutland Regional must develop resources to purchase necessary equipment and build facilities.



● Medicare
 ● Medicaid
● BC/BS
 ● Other
● Commercial

Payment Sources

Medicare accounts for nearly 50% of the payments Rutland Regional receives.

Rutland Regional Medical Center's Fiscal Year 2008 accounting records were audited by BKD, Certified Public Accountants. Complete reports are on file and available for inspection. On request, this publication is available in an alternate format. Rutland Regional Health Services provides convenient physical access to all of its facilities.



Rutland Health Foundation

BUILDING RESOURCES FOR A HEALTHY COMMUNITY

Message from Rutland Health Foundation Director

Rutland Regional Medical is more than just a building; it is a community of highly skilled and extraordinarily committed caregivers who all play a vital role in ensuring the best possible care to the greater Rutland community. This work is supported by generous donors who give willingly, knowing that no matter the size of their gift, their support is making a difference in the lives of this and future generations of Rutland County residents who entrust us with their care.

Our donors come from across the region – from grateful patients who express their thanks through a gift, to area businesses who want to ensure patient-centered care in our community, to charitable foundations that believe in our mission and goals. The generous contributions of our friends have and continue to fund many important projects including the purchase of bedside monitors for the Intensive Care Unit, diabetes education, patient equipment purchases and cancer services.

Thank you to all our donors who continue to support our community hospital and ensure that Rutland Regional has the resources needed to meet our community health needs today and into the future.

Sincerely,

Domenic M. Serino, CFRE
Executive Director Rutland Health Foundation

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Grant Funding

Focusing on Prevention & Education in Healthcare

To improve and expand the services offered by Rutland Regional Medical Center, we also seek out grants from a variety of private and governmental sources.

In total last year, over \$365,024 in grant funding was awarded in support of a wide range of community health and quality service initiatives.

Grants Awarded to Kids on the Move Pediatric Rehabilitation Program

Vermont Community Foundation	
Summer KAMP	\$6,096

Grants Awarded to Rutland Regional Medical Center

Auntie Anne’s Pretzel Co.	
Marrow Donor Program	\$2,000
American Cancer Society	
Community Cancer Center – Patient Guide	\$4,000
Breast Care Program – “Pathways to Women’s Health” event	\$500
State of Vermont/Vermont Manufacturing Extension Center	
Lean Strategies Process Improvement	\$16,000
Susan G. Komen for the Cure, VT-NH Affiliate	
Breast Care Program – Education Outreach	\$28,014
Breast Care Program – Wellness Coaching	\$16,797
Community Cancer Center – Complementary Therapies	\$20,898
State of Vermont/Blueprint for Health	
Community Education – Healthy Living Workshops.....	\$11,132
State of Vermont Tobacco Settlement Funds	
Tobacco Cessation Programming	\$150,000
Heath Resources & Services Administration	
Hospital Preparedness	\$35,692
BC/BS Rutland County Community Advisory Board	
Worksite Wellness for Rutland Regional Medical Center	\$675
VAHHS Community Foundation	
Quality Initiatives	\$66,625
Building Bright Futures Direct Service	
Women’s & Children’s Services – Welcome Baby Bags	\$1,122
Kenneth B. Schwartz Center	
Schwartz Rounds at Rutland Regional	\$5,473

Annual Support

A Special Thanks to All Our Benefactors

We gratefully acknowledge those who gave generously during calendar year 2008. Your partnership with us empowers Rutland Regional Medical Center to provide the very best healthcare for the people of Rutland County.

We are pleased to list the following donors who made gifts from January 1, 2008, through December 31, 2008. On behalf of those we serve – *Thank You!*

Gifts from \$10,000 & Above

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Legacy Gifts – We honor the following donor whose thoughtful commitments during their lives resulted in 2008 estate gifts that sustain our mission today.
Evelyn Peterson

We have made every effort to recognize our donors and honor their wishes. Occasionally, a name is unintentionally omitted from this list. If we have missed you, please accept our apologies and kindly notify the Rutland Health Foundation at 802.747.3634 so we can make it right.

Special Event Sponsors

Special events provide us with an opportunity to publicly thank our supporters and support vital community programs while having some fun.

6th Annual Grand Parada

Paradise in the Caribbean – Proceeds from the Grand Parada benefited the Diabetes Program at Rutland Regional, Pediatric Hi-Tech at the Rutland Area Visiting Nurse Association & Hospice and staff education at the Community Care Network. Since 2003, through the generosity of our sponsors, over \$185,000 has been raised for vital community programs.

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15th Annual Rutland Health Foundation Golf Invitational

Proceeds from the tournament benefit Kids on the Move, Bridges & Beyond and the Maternal Child Health Education Program. Since its inception over \$400,000 has been raised in support of these vital programs thanks to our sponsors.

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How You May Give

Many different options exist for making a gift to Rutland Regional. You may designate your gift to support any of our programs or you may make your gift "unrestricted," allowing the hospital to apply your funds where it is most needed. Gifts can be made as cash or in one of the following planned gifts: charitable gift annuity, charitable remainder trust, estate bequest, life insurance policy, living trust or will. Donors can also make a gift in honor or in memory of someone special.

For more information or to make a gift to support the care provided by Rutland Regional Medical Center, contact Dom Serino, VP & Executive Director, at 802.747.6598.



Friends, family and motorcycle enthusiasts honored the memory of Gayle A. Sheldon while raising vital dollars for the Community Cancer Center at Rutland Regional Medical Center. The 85 mile ride held on June 8, 2008, was a success with nearly 50 bikes and vehicles participating. The event raised over \$1,000 and will support the Cancer Center and patients, caregivers and families who are dealing with the challenges of cancer.



The 7th Annual Dick Currier Memorial Softball Tournament raised \$5,600 to benefit the Community Cancer Center at Rutland Regional. The tournament was started in memory of Dick Currier, who died after a courageous battle with cancer. The event has raised over \$15,000 in support of cancer care in the Rutland community.



Dr. Kirk Dufty, Medical Director of the Emergency Department, was honored at the 6th Annual Grand Parada as Rutland Regional Medical Center's Physician of the Year.

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Our Key Goals

Quality – We will provide superior health services which meet our customer needs through: good clinical outcomes, up-to-date technology, effective processes, competent and caring staff and well-maintained facilities.

Growth – We will develop new services and expand existing services to meet customer needs resulting in increased market share and expansion into new markets.

Information Excellence – We will provide superior, coordinated information resources, processes and systems that meet customer needs for effective information gathering, recording, access, analysis and dissemination.

Financial Strength – We will achieve financial strength and stability by improving reimbursement, increasing philanthropic giving and grants, and developing and managing realistic budgets which produce sufficient margins.

Employer of Choice – We will create an environment where employees: trust those they work for; enjoy those they work with; take pride in what they do; and have an opportunity to grow.

Rutland Regional Medical Center

A Rutland Regional Health Services Affiliate
160 Allen Street
Rutland, Vermont 05701
802.775.7111
www.rrmc.org

Vermont Orthopaedic Clinic

A Rutland Regional Health Services Affiliate
3 Albert Cree Drive
Rutland, Vermont 05701
802.775.2937
www.vermontorthoclinic.org

Killington Medical Clinic/iSPORT Training

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Killington, Vermont 05751
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5 Albert Cree Drive
Rutland, Vermont 05701
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A Rutland Regional Health Services Affiliate
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Rutland, Vermont 05701
802.775.7612
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Rutland, Vermont 05701
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Rutland, Vermont 05701
802.747.3770

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98 Allen Street
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Rutland Regional continues its commitment to our community by using paper for this Annual Report which has a post-consumer recycled percentage of 100%. The 1,660 pounds of paper selected preserves 15.94 trees for the future, saves 6,769 gallons of wastewater flow, and conserves 11,288,000 BTUs of energy.

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