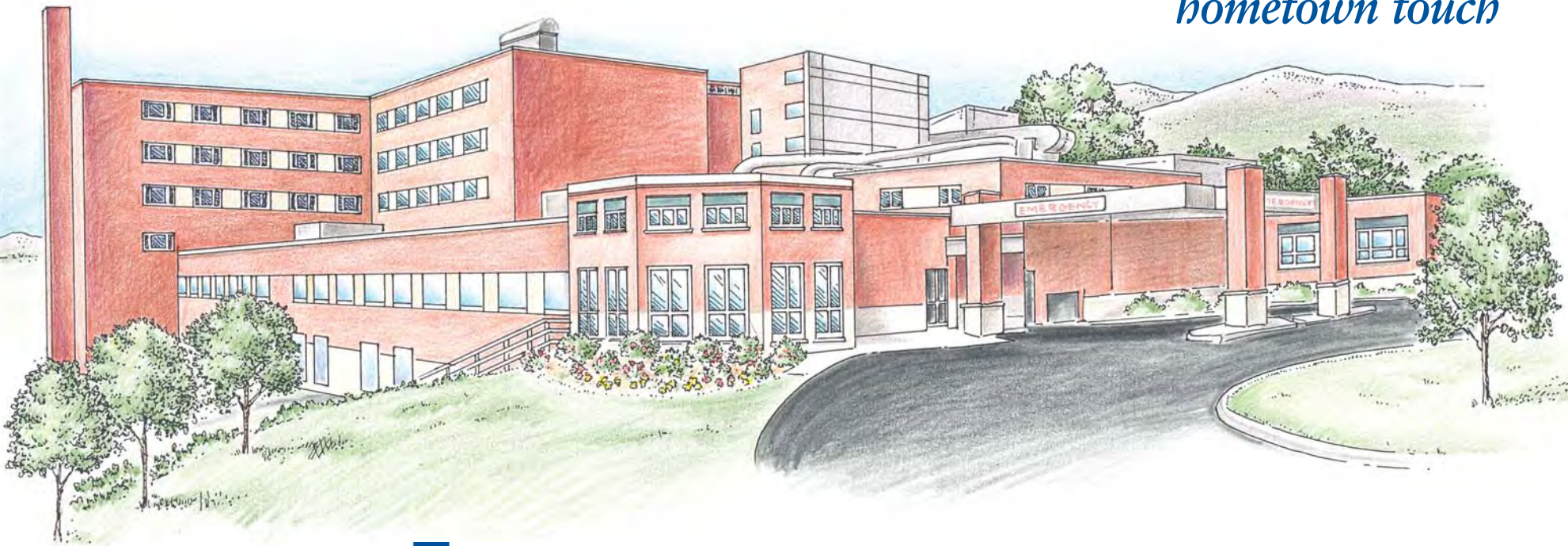




2003 ANNUAL AND COMMUNITY REPORT

*High-tech care...
hometown touch*



Rutland Regional Medical Center

AN AFFILIATE OF RUTLAND REGIONAL HEALTH SERVICES

Our Goals

Quality

Demonstrate quality and outcome results which exceed available national benchmarks for the following dimensions of care: patient satisfaction, clinical outcomes and safety.

Growth

Grow new programs our community and patients need, and grow current programs where potential exists.

Financial Strength

Maintain a highly productive, financially stable organization with sufficient resources to meet the community's needs.

Employer of Choice

Become a magnet employer for the best staff available.

Our Vision

To be the
best community
hospital
and health system
in New England.





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Richard Scherczinger, MD, <i>Cardiology</i>	G. J. Walker Smith, MD, <i>Laboratory Medicine and Pathology</i>
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Steven H. Stein, MD, <i>Emergency Medicine</i>	Ann C. Stein, MD, <i>Orthopaedics</i>
Mark N. Messier, MD, <i>Family Practice</i>	Indra R. Lovko, MD, <i>Pediatrics</i>
John C. Louras, MD, <i>General Surgery</i>	



2003-2004 Rutland Regional Medical Center Board of Directors

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Diane Clain	Victoria P. Young
Diane Davis	

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Diane Graham	Beverley Rankin, RN
Gillian Greene, RN	Gina Vitagliano, RN, CNOR

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Kim Kalajainen, <i>Chief Information Officer</i>	
Gordon R. Kelly, MD, <i>Hospital Director of Surgery</i>	

Our Leaders

Professionals,
business leaders,
community members
and our employees
combine their talents
and experience to guide
Rutland Regional Health
Services (RRHS) and
Rutland Regional
Medical Center (RRMC).
We are grateful for their
service on our boards of
directors, councils and
committees.



A Message to Our Community

from

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

To Our Community, Staff and Associates

For those of us involved in the delivery of health care services, times continue to be quite challenging. Despite these challenges, in 2003 Rutland Regional Health Services made notable progress toward attaining our vision:

To be the best community hospital and health system in New England.

That vision contains many elements, at least three of which merit further explanation.

First, we want to be the best *community hospital* in New England. Rutland Regional Medical Center's mission is to serve the Rutland area and central Vermont communities, not as an academic or tertiary institution, but as a hometown hospital. We strive to offer excellent patient care and access to modern medical technology...with a personal touch. If in doing so, we attract patients from outside our region, all the better. But our main emphasis will always remain our community.

Second, in addition to being a provider of quality hospital services at Rutland Regional Medical Center, we operate a *health system*. Rutland Regional Health Services and the component organizations and services that we comprise are far more than just a hospital facility. For instance, our outpatient services now generate more revenue than inpatient ones. We conduct educational programs and other services throughout the region we serve.

Third, we want to be the best in *New England*. This is our home; it is where we live. Rutland Regional Health Services and Rutland Regional Medical Center must meet and exceed the standards of those residing in our region.

Attaining Our Vision

Four goals, created and adopted by Rutland Regional Health Services in 2002, guide us toward our vision and help us measure our progress along the way. They include:

QUALITY. Demonstrate quality and outcome results that exceed available national benchmarks for the following dimensions of care: patient satisfaction, clinical outcomes and safety.

GROWTH. Grow new programs our community and patients need, and grow current programs where potential exists.

FINANCIAL STRENGTH. Maintain a highly productive, financially stable organization with sufficient resources to meet the community's needs.

EMPLOYER OF CHOICE. Become a magnet employer for the best staff available.

A complete description of our progress according to these four measures of our success follows later in this report. However, I would like to offer briefly here my personal perspective on each.

Quality. Three issues—patient satisfaction, patient outcomes and patient safety—define our measurement of quality.

Just one year ago, Rutland Regional Medical Center set a goal to rank in the top 25 percent of hospitals nationwide in patient satisfaction. We made great progress on this goal in 2003 and decided to raise our sights even higher for the future.

Today, we strive for our patient satisfaction levels to be among the top 10 percent of hospitals nationwide within the next four years. To do this, every department in our organization has created a specific action plan. We will continue to monitor



patient satisfaction at every opportunity and will make adjustments as suggested by the information we gather.

Growth. Vital to the well-being of any organization, growth provides necessary capital to fund new initiatives and allows our staff to achieve personal satisfaction through increased training and responsibility.

However, the nature of health care and its position of service to our society strongly suggest that growth, for its own sake, is not acceptable.

Rutland Regional Health Services plans continued growth through providing superior levels and styles of service. Our exceptional quality will encourage area patients to choose us for their health care to the extent that we can provide it. It will attract some patients from outside of our service area seeking high treatment standards. Also, through careful research of services not now available within our region, we can determine new offerings that will both benefit and be in great demand by area residents.



We will also have to cope with shrinking health care margins through managed growth. Every investment in financial and human resources must be weighed against Rutland Regional Health Services' and our community's best interest. Our resources are becoming increasingly scarce; they must be expended with the utmost care.

Financial strength. I often tell our community that "We do not take care of patients to make money; we need to make money so that we can take care of patients."

Maintaining a sound financial structure and demonstrating a steady string of successful annual operating results provides Rutland Regional Health Services with capital and access to borrow funds at low rates. Both are essential for maintaining our facilities and purchasing new, advanced diagnostic and treatment technology.

Our capital demands are massive. Rutland Regional Medical Center's new Emergency Department, which opened in July and is already filled to capacity on some days, cost more than \$8 million. Its companion project, an upgraded power plant, added \$7.2 million to our recent capital needs.

Recent modifications made to our Linear Accelerator, not even visible from the outside of the machine, cost approximately \$650,000. But with this investment, our Community Cancer Center can deliver Intensity Modulated Radiation Therapy to qualifying patients. This promising new treatment allows more precise targeting of cancer cells and fewer side effects. We are pleased to be the first hospital in Vermont to offer it.

If we are to continue offering such advanced services to our patients, we need to develop capital resources for purchasing the required technology.

Employer of choice. New facilities, specialized equipment and up-to-the-

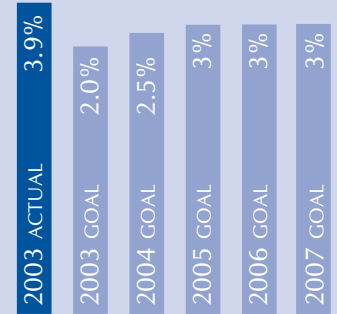
minute technology are useless without a caring, highly trained staff to provide patient services. Rutland Regional Health Services and Rutland Regional Medical Center are especially fortunate to employ the talented, committed people who choose to work here.

Our employees will make it possible to meet our other three goals.

We know that we compete with other health care institutions for the services of excellent employees. In order to retain our skilled staff and attract new professionals to our team, we must maintain competitive salaries, benefits and workplace programs.

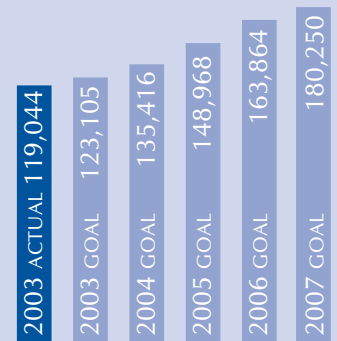
Rutland Regional Health Services continues to create innovative training programs, leadership structures and other incentives that enhance employees' at-work experiences.

Our four goals are interdependent. Every decision we make impacts each of them differently. A positive impact on patient



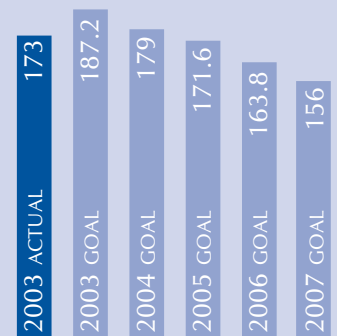
Operating Margin

RRMC's 2003 operating margin already exceeds our 2007 goal.



Outpatient Growth

The hospital plans continued outpatient growth into the future.



Patient Safety - Fall Reduction

Patient safety is of paramount importance at RRMC. One of the current priorities is to reduce the number of patient falls.

Growth provides necessary capital to fund new initiatives and allows our staff to achieve personal satisfaction through increased training and responsibility.

— Thomas W. Huebner

satisfaction may present some risk to our financial strength; growth in services may require new investments in human resources. Although potential conflicts are omnipresent, we view each in terms of the long-range well-being of our patients, our staff and our community.

The Costs of Serving Our Community

In the past few years, much has been said about the “spiraling” cost of health care. When most people use that term, they are speaking about a specific cost: the total dollars required to meet the health care needs of an entire community.

It is important to remember that this number includes two components. One is the *price* of the health care we consume. The other is the amount, or volume, of health care we consume. Both contribute to the overall cost of health care in various ways. A local example will help illustrate how.

Rutland Regional Medical Center applied for and received an 8 percent increase in rates this year. On the surface, it seems simple: higher *price* means higher reimbursement. However, this rate increase had *no effect* on the dollars received for care of more than 60 percent of the hospital’s patients, those on Medicare and Medicaid. The result? Our 8 percent rate increase only produced a 2.5 percent increase in actual revenue to Rutland Regional Medical Center.

Other private-pay and commercially insured patients did pay the entire rate increase because of what the health care industry calls “cost shifting.”

If Medicare and Medicaid paid for the actual costs of the services they purchase, we actually could *lower* our rates to all other patients by 32 percent.

Vermont has expanded Medicaid coverage to include more than one in five of our states’ citizenry, resulting in a lower overall reimbursement rate to physicians, as well. Consequently, our area is experiencing a physician shortage, making it increasingly difficult to find a personal physician—especially a primary care provider.



The other side of the cost equation is *volume*. During the past several decades, medicine has made remarkable advances. In an effort to prevent the overuse of specialized services, commercial insurers created health maintenance organizations, or HMOs.

To many, it appears that American society is not willing to limit the use of advanced medical technology to only those who truly need it. Fear of litigation on the providers’ part also contributes to increased use of technology. Yet it seems that restricting the use of new technology is neither acceptable to the American public, nor realistic within our nation’s current litigious environment.

Artificially reducing payments to hospitals and physicians will only create a shortage of health care institutions, technology and people to provide needed services. Limiting the amount or volume of health care consumed by people needing health care does not seem realistic.

Yet how might we address these problems? Is there a way to begin to reduce the overall cost of health care to our society? We would suggest two possible solutions, both of which empower patients to take greater responsibility for their personal and community health.

Society can take a proactive role by aggressively promoting healthy lifestyles—including smoking cessation, optimal nutrition and weight control, adequate exercise, stress



management and more. Health education, such as the HealthWise series of community health seminars provided by Rutland Regional Medical Center, directly impacts the incidence of many health concerns and their associated treatment.

We can even go one step further and reward those individuals who make healthy choices, in much the same way that insurance companies reward accident-free and violation-free drivers with lower rates and other benefits.

In addition, patients who understand how their health care consumption impacts their community are more prepared, and more willing, to take responsibility for it. Better patient education and financial involvement in their care motivate patients to become more involved in their own health care decisions and to make smarter choices—not only about their requirements and desires for treatment, but their daily lifestyles.

If we cannot reduce the amount of health care consumed by those in need of it, perhaps we can reduce the number of people in need.

Rutland Regional Health Services remains committed to serving our community by offering superior service from our staff, providing advanced medical technology and remaining fiscally strong to ensure our long-term stability.

Our 108-year tradition of excellence serves as a model for what we want to achieve in the future. We are confident of our ability to reach our goals and achieve our vision for a number of reasons, most importantly the dedication and skill of our staff. They continue to be the backbone of Rutland Regional Health Services. We are grateful for their numerous contributions.



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

We do not
take care of patients
to make money;
we make money
so that we can
take care of patients.

— *Thomas W. Huebner*

QUALITY

RRMC will demonstrate quality and outcome results which exceed available national benchmarks for the following dimensions of care: Patient Satisfaction, Clinical Outcomes and Safety

In everything we do, Rutland Regional Health Services and Rutland Regional Medical Center work diligently to improve the health status of our community.

The quality dimensions of our vision incorporate many aspects and guide our day-to-day service to our patients and visitors, as well as our internal operations.

Already, we have made great strides in our quality goals in a number of areas.

Patient Satisfaction

Patient satisfaction measurements during Fiscal Year 2003 have been impressive. RRHS developed new processes for gathering, analyzing and utilizing patient satisfaction data to better understand our patients' needs. A team identified the organization's top priorities for improving the satisfaction of our patients. RRHS departments also created their own priorities for improving patient satisfaction within their areas.

As a direct result of our concentration on patient satisfaction, Rutland Regional merited top marks on the Press Ganey Patient Satisfaction Survey, scoring within the upper 10 percent of almost 1,300 hospitals across the country in a number of key areas.

RRHS Merits Top Scores in National Patient Satisfaction Survey

Brandon Internal Medicine	99%
Community Cancer Center	97%
Ear, Nose & Throat Outpatient Surgery	92%
Fifth Floor Patient Care Unit	96%
Gastroenterological Outpatient Surgery	94%
General Outpatient Surgery	96%
Inpatient Rehabilitation	93%
Ophthalmological Outpatient Surgery	97%
Surgical Care Unit	99%
Urological Outpatient Surgery	95%

Percentiles shown were measured by the Press Ganey Patient Satisfaction Measurement System, with results reported for specific periods during Fiscal Year 2003. Press Ganey Associates is the nations leading health care measurement and improvement firm. Nationwide, more than 40% of hospitals with more than 100 beds use Press Ganey measurement services.

Today, we strive for our patient satisfaction levels to be among the top 10% of hospitals nationwide within the next four years.

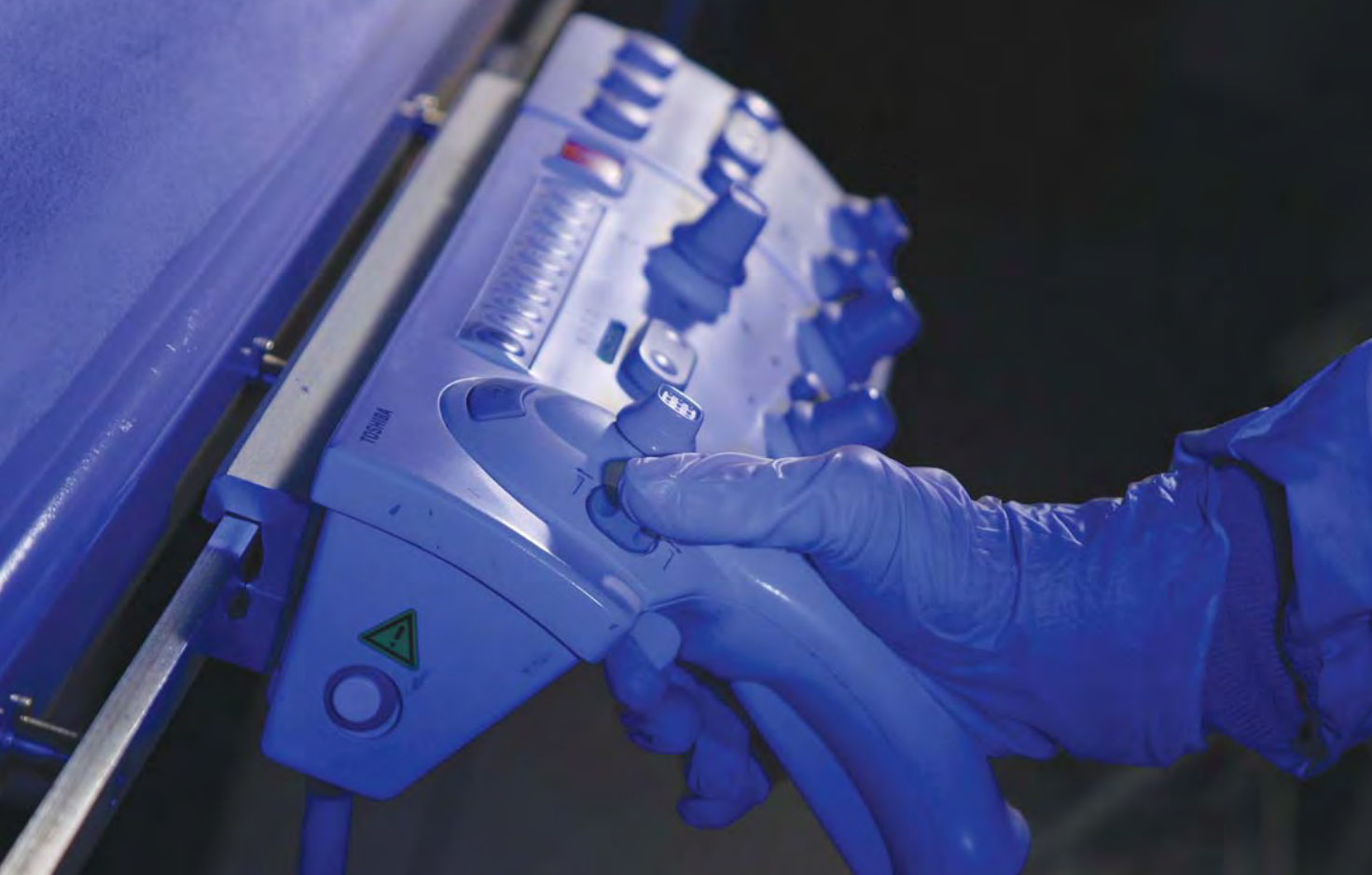
Baldrige National Quality Program

As a measure of progress toward our vision, we have selected to pursue the prestigious Malcolm Baldrige National Quality Program Award. As a first accomplishment on that multi-year journey, RRHS was recognized by the Vermont Council for Quality, and presented with an award by the Governor, for demonstrating a "commitment to performance excellence" its work efforts in self-assessing and improving in pursuit of this award. The Baldrige goal will remain a continuing organizational priority for Fiscal Year 2004 because through our journey, we will find excellence.

HealthWise Community Education

During 2003, RRMC saw a marked increase in community participation in our HealthWise series of free and low-cost educational events. More than 2,200 attendees learned coping strategies, behavior modification techniques and healthy lifestyle tips during almost seventy HealthWise sessions held at the hospital.





New Medical Staff Appointments

March 2003 – January 2004

Jeffrey A. Ahearn, MD,
Internal Medicine/Hospitalist

Robert G. Canady, MD,
Internal Medicine/Hospitalist

Lesley Fishelman, MD,
Psychiatry

Ruth Heimann, MD,
Radiation Oncology

Steffen Hillemann, MD,
Cardiology

Thomas E. Javery, MD,
Emergency Medicine

Graciana Lapetina, MD,
Psychiatry

David M. McKay, MD,
Psychiatry

Marie T. Pavini, MD,
Internal Medicine/Critical Care

Richard Scherczinger, MD,
Cardiology

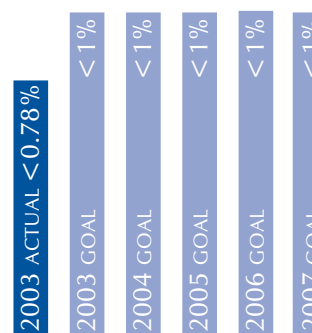
Joseph F. Winget, MD,
Cardiology

Buddy W. Lile, MD,
Psychiatry

RRMC Centers of Excellence

As part of our continued efforts to promote unsurpassed quality and patient satisfaction within our hospital, Rutland Regional Medical Center established a goal to have 10 Centers of Excellence by 2007. Below are the nine areas that have been nationally certified and are held to the highest levels of accountability.

- Cardiac Rehabilitation
- Community Cancer Center
- Diagnostic Imaging – Mammography
- Diagnostic Imaging – MRI
- Diagnostic Imaging – Ultrasound
- Laboratory Medicine
- Respiratory Care
- Rutland Region Diabetes Center
- The Sleep Center



Infection Rate

We strive to maintain a less than 1% post-surgical infection rate for RRMC patients, a rate that is the expected standard for all hospitals.

GROWTH

RRMC will grow new programs our community and patients need, and grow current programs where potential exists.

Notable Events & Achievements Fiscal Year 2003

Rutland Regional Medical Center's Fifth Annual Bone Marrow Donor Program attracts 81 volunteers to its November drive and adds 64 names to the national donor registry.

RRMC's couriers celebrate 20 years of service.

Linda McElhinney, Risk Management Director, is recognized with the Paulette L. Gagnon Distinguished Service in Health Care Risk Management Award.

RRMC receives voluntary accreditation for its blood banks and transfusion services from the American Association of Blood Banks (AABB).

After an on-site inspection by the College of American Pathologists (CAP), RRMC's Laboratory becomes one of more than 6,000 CAP-accredited laboratories nationwide.

Michael J. Kenosh, MD, Medical Director of the Rutland Regional Medical Center Rehabilitation Service Line, receives the Governor's Award for Professional of the Year at the 14th annual State of Vermont Division of Vocational Rehabilitation TBI (Traumatic Brain Injury) conference in Burlington, Vermont. Dr. Kenosh also becomes certified in the Evaluation of Disability and Impairment Rating by the American Academy of Disability Evaluating Physicians. Dr. Kenosh's certification is the first and only of its kind.

RRMC's Marketing/Public Relations Department earns seven awards for excellence in the New England Society for Healthcare Communications (NESHCo) 2003 Lamplighter Awards competition, presented on October 23, 2003 in Providence, Rhode Island. The awards recognize the top health care communicators in New England.

Grant Whitmer was certified as a Medical Practice Executive from the American College of Medical Practice Executives. He is the Executive Director of Rutland Region Physician Group.

As part of the Red Cross Salute to Rutland County Hometown Heroes, RRMC's Trauma Support Team is named a finalist for the Community Impact Award. Marc Provost, RN, Operating Room Shift Manager, is nominated under the Military/Veteran Category.

The Mammography Program within Diagnostic Imaging at Rutland Regional receives a three-year re-accreditation from the American College of Radiology. The re-accreditation process involved extensive review of clinical films, physicist reports, processing equipment, radiation dosages, and radiologists' and technologists' certifications. RRMC's Mammography Program performs more than 9,000 mammograms a year, along with stereotactic needle biopsies and needle localizations. The program also receives Food & Drug Administration (FDA) approval following its yearly inspection.

Our exceptional quality will encourage area patients to choose us for their health care to the extent that we can provide it. It will attract some patients from outside of our service area seeking high treatment standards. Also, through careful research of services not now available within our region, we can determine new offerings that will both benefit and be in great demand by area residents.





Rutland Regional Health Services plans continued growth through providing superior levels and styles of service.

RRMC expands its diagnostic imaging services for oncology, cardiology, neurology and other applications with the addition of a mobile Positron Emission Tomography (PET) scanner.

The Women's and Children's Unit at Rutland Regional is nominated for the JOHNSON'S® Childbirth Nursing Awards sponsored by Johnson & Johnson Consumer Products Company in partnership with the Association of Women's Health, Obstetric and Neonatal Nurses.

RRMC sponsors its fifth Children's Health and Safety Fair on May 3, 2003 with more than 1,000 attending the event.

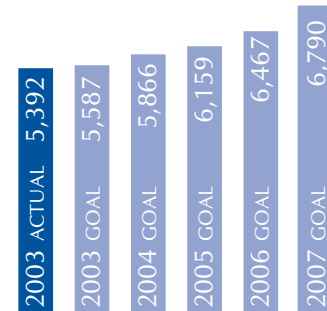
The American Association for Respiratory Care (AARC) presents Quality Respiratory Care Recognition to RRMC for providing exceptional respiratory care services to our patients and community.

The New England School of Radiologic Technology celebrates its fiftieth anniversary. RRMC serves as a clinical site for the school, which specializes in diagnostic medical radiography.

After scoring 97 percent on its ultrasound survey, Diagnostic Imaging at Rutland Regional is granted a three-year accreditation in ultrasound from the American College of Radiology. RRMC's accredited diagnostic imaging services include mammography, ultrasound and magnetic resonance imaging (MRI).

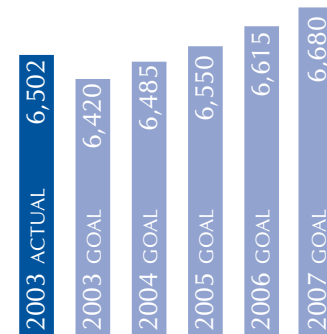


More than 1,300 community members attend an open house for the newly completed Emergency Department and Power Plant. The new facilities began serving the public on July 16, 2003.



Surgical Procedures

RRMC will increase surgical procedures to drive its growth.



Inpatient Discharges

Growth in inpatient discharges has surpassed RRMC's 2004 goals.



FINANCIAL STRENGTH

RRMC will maintain a highly productive, financially stable organization with sufficient resources to meet the community's needs.

Rutland Regional Medical Center

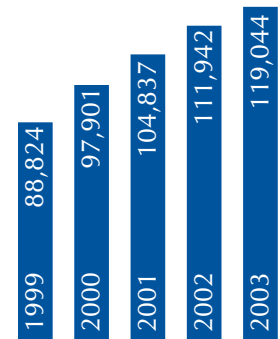
Balance Sheet

	2003	2002
Assets		
Current Assets	27,794,364	25,102,179
Property Plant & Equipment, net	49,450,887	40,173,261
Other Assets	8,138,721	5,956,143
Assets Whose Use is Limited	50,121,552	56,579,220
Total Assets	\$135,505,524	\$127,810,803
Liabilities & Net Assets		
Current Liabilities	17,791,017	17,920,759
Pension Liabilities	10,391,896	
Other Liabilities	6,961,484	8,733,016
Long-term Debt, net current portion	32,395,734	33,793,401
Net Assets	67,965,393	67,363,627
Total Liabilities & Net Assets	\$135,505,524	\$127,810,803

Statement of Revenue & Expenses of General Fund

	2003	2002
Gross Revenue	168,495,022	144,324,045
Less: Contractual Allowances <i>(primarily Medicare & Medicaid)</i>	58,824,184	49,148,374
Net Revenue	109,670,838	95,175,671
Other Revenue	1,869,763	1,524,067
Total Revenue	111,540,601	96,699,738
Expenses	106,747,024	95,468,295
Income (Loss) from Operations	4,793,577	\$1,231,443
Nonoperating gains (losses)	433,658	(1,519,357)
Excess of Revenues and Net Gains over Expenses	4,359,919	\$(287,914)

Outpatient



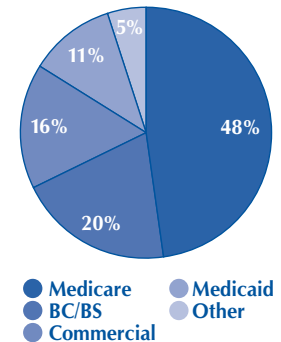
RRMC's outpatient encounters per year have increased substantially in comparison to 2002.

Inpatient

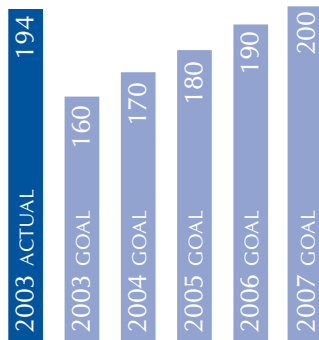


Inpatient days at RRMC numbered more than 31,000 at the close of fiscal year 2003.

Payment Sources



Cash on Hand



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

“During Fiscal Year 2003, RRM provided \$1,100,500 in free care to patients in financial need.”

Rutland Regional Medical Center's Fiscal Year 2003 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 Regional Health Services

Combined Balance Sheet

(RRHS, RRM, HEI, RRP, VOC & JTBCHT)

	2003	2002
Assets		
Current Assets	29,092,649	26,437,977
Property Plant & Equipment, net	59,987,745	50,063,268
Other Assets	4,440,679	2,852,417
Assets Whose Use is Limited	63,803,589	71,612,344
Total Assets	\$157,324,662	\$150,966,006
Liabilities & Net Assets		
Current Liabilities	29,092,649	19,713,152
Pension Liabilities	10,391,896	-
Other Liabilities	6,961,484	8,733,016
Long-term Debt, net current portion	36,509,931	38,137,894
Net Assets	84,863,077	84,381,944
Total Liabilities & Net Assets	\$157,324,662	\$150,966,006

Combined Statement of Revenue & Expenses of General Fund

(RRHS, RRM, HEI, RRP, VOC & JTBCHT)

	2003	2002
Gross Revenue	182,724,876	158,257,636
Less: Contractual Allowances (primarily Medicare & Medicaid)	64,267,688	53,980,275
Net Revenue	118,457,188	104,277,361
Other Revenue	2,293,801	2,078,159
Total Revenue	120,750,989	106,355,520
Expenses	118,451,584	107,285,739
Income (Loss) from Operations	2,299,405	\$(930,219)
Nonoperating gains (losses)	(122,861)	(1,567,795)
Excess of Revenues and Net Gains over Expenses	2,176,544	\$(2,498,014)

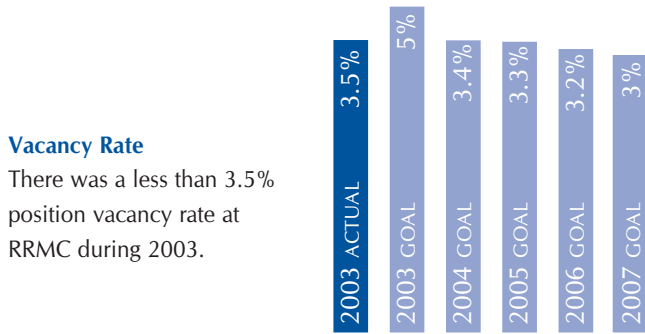
RRHS and RRM benefit from the generosity of our Auxiliary and our community. Their charitable donations defray our operating costs and equipment purchases, and make it possible for us to maintain a sound financial structure.

EMPLOYER OF CHOICE

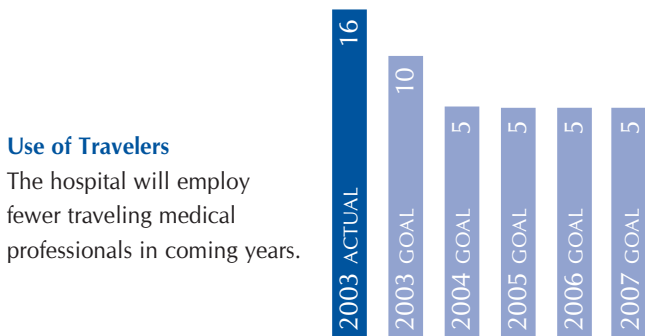
RRMC will become a Magnet Employer for the best staff available.

RRHS benefits from a skilled staff of health care professionals, experienced technicians, dedicated administrators, and support staff. We value their many contributions to our organization and reward them for their quality work with a variety of incentives, training programs and benefits.

Our 1,350 employees enjoy a healthy workplace environment governed by a shared leadership structure. In 2003, RRHS began work on establishing Shared Leadership University, a unique training program that will promote organizational, professional, and personal development. Our employees serve as advisors to the RRMC Board of Directors and enjoy regular discussion opportunities with RRMC President Thomas W. Huebner.



Employee Turnover
RRMC plans to reduce employee turnover throughout the coming years.



RRHS also sponsors numerous workplace wellness initiatives. Employees may participate in on-site yoga classes, massage therapy, weight loss support groups, professional development courses, continuing education and advanced degree programs.

In an effort to retain our best employees, RRHS continually monitors salaries and benefits provided at community hospitals in Vermont and surrounding areas, making certain that we stay competitive. We provide a generous benefits package, including elective health, vision and dental insurance, long-term care insurance, an educational savings plan, tuition reimbursement, and for nurses, nursing-specific scholarships and a preceptor program with neighboring Castleton State College.

New facilities, specialized equipment and up-to-the-minute technology are useless without a caring, highly trained staff to provide patient services.



Service Anniversaries

Rutland Regional Health Services celebrates numerous employee accomplishments year-round, culminating with the recognition of those with multiple years of employment. We congratulate these individuals on their long-time service to our patients and community.



45 Years

Virginia Allen Diagnostic Imaging

40 Years

Arlie Welch Diagnostic Imaging

35 Years

Carol Ghent Women s & Children s Unit
Marilyn Kehoe Operating Room

30 Years

Julianna Abatiell Endoscopy
Carol Adams Women s & Children s Unit
Karen Allen Post Anesthesia Care
Maureen Chamberlain Health Information
Sheila Dagg Ambulatory Care
Cathy Dudley Human Resources
Esther Durham Fifth Floor Nursing
Gloria Ellison Environmental Services
Colleen Elnicki Food & Nutrition Services
Mary-Ellen Fisher Laboratory
Carol Garrow Vermont Orthopaedic Clinic
Kenneth Haviland Security & Telecommunications
Gail Shaw Definitive Care

25 Years

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

20 Years

Carolyn Blackmer Medical Records
Lesa Cathcart Psychiatric Services
Sandra Collins Women s & Children s Unit
Althea Derstine Cardiac Rehab
Karen Fuller Fifth Floor Nursing
Gillian Greene Diagnostic Imaging
Deborah Harte Ambulatory Care
Stanley Jagodzinski Information Systems
Linda Johnson Intensive Care
Donna Kennedy Rehab Nursing
Renee Mandigo Fifth Floor Nursing
Deborah Mills Definitive Care
Cynthia Mullin Endoscopy
Bernard (Don) Niles Food & Nutrition Services
Denise Patrick Physiatry
Debra Perry Ambulatory Care
Pamela Poalino Emergency Services
Kathleen Sadakierski Food & Nutrition Services
Marlene Wood Psychiatric Services

15 Years

Marcia Arnold Operating Room
Patricia Baker Surgical Care
Debra Brown Sleep Lab
Harry Chen, MD Emergency Services
Anne Day Surgical Care
Roberta Denny Rehab Nursing
Rhona Dorion Quality Management
Patricia Fowler Emergency Services
Sylvie Lariviere Emergency Services
Michelle Leinhart Laboratory
Tricia Means Human Resources
Susan Poljacik Laboratory
Roberta Rowe Rehab Nursing
Linda J. Smith Laboratory

10 Years

Betsey Bianchi Engineering & Maintenance
Brenda Buswell Rehab Services
Patricia Church Fifth Floor Nursing
Jane Davoll Operating Room
Sheila Durgin Intensive Care
Kathie Fox Food & Nutrition Services
James Gabler Emergency Services
James A. Gorton Castleton Family Health Center
Thelma Haskins Food & Nutrition Services
Barbara Hazelton Utilization Office
Edward Herron Engineering & Maintenance
Frances Kelly Human Resources
Gail LaFrance Medical Records
Kimberly McDonnell Community Cancer Center
Judith Olson Breast Care Clinic
Michelle Opsahl Intensive Care
Kelly Parker Rehab Services
Rebecca Raub Rehab Services
Jean Ray Food & Nutrition Services
Carole Ryan Operating Room
Gail Samson Environmental Services
Susan Vandenberg Emergency Services
Betty Wescott Medical Records

5 Years

J. Q. Scott Adams Materials Management
Janet Alberico Women s & Children s Unit
Nancy Barker Environmental Services
Jane Barney Ambulatory Care
Melissa Bizon Definitive Care
Melissa Bovey Castleton Family Health Center
Stacey Bowen Fifth Floor Nursing
Margaret Bruce Brandon Internal Medical
Michael Bruce Security
Shari Bruce Women s & Children s Unit
Katie Buffum Food & Nutrition Services
Janice Buxton Laboratory
Jessica Cain Food & Nutrition Services
Gretchen Caira Operating Room
Lisa Casey Patient Accounting
Sharon Christie Community Cancer Center
Tammy Conway Food & Nutrition Services
Elizabeth Dungan Psychiatric Services
Karen Edgerton Definitive Care
Melissa Faucher Surgical Care
Ryan Fisher Laboratory
Michelle Flanders Ambulatory Care
Sarah Fortier Operating Room
Mary Ann Gaherty-Reich Emergency Services
Tara Godette Women s & Children s Unit
Laura Gregory Definitive Care
Christina Grohgans Fifth Floor Nursing
Nancy Guyette Environmental Services
Thomas Hartigan Rehab Services

5 Years continued

Megan Hasbrouck Women s & Children s Unit
Betty Heitzke Diabetes Clinic
Andrea Hooker Castleton Family Health Center
Claire Hoser Intensive Care
William Hoser Emergency Services
Kim Howard Human Resources
Diane Howland Definitive Care
Thomas Jager Emergency Services
Jeffrey Jaurigue Rehab Services
Lawrence Jensen Administration
Mary Johnson Central Scheduling
Carlene Kasuba Surgical Care
Mary King Diagnostic Imaging
Sara Kussel Women s & Children s Unit
Margaret Labrecque Endoscopy
Claire Laforce Health Sciences Library
Lisa Lambert Fifth Floor Nursing
Tina Laplant Central Scheduling
Robin Lash Fifth Floor Nursing
Nancy Lear Environmental Services
Stephen Leffler Emergency Services
Todd Lefkoe Physiatry
Jane Lender Definitive Care
Kathleen Letendre Project Management
Martin Locsin Rehab Services
Jonathan Marriott Engineering & Maintenance
Dhawn McGuinness Intensive Care
Sharon McNeil Finance
Steven Mott Materials Management
William Mullan Food & Nutrition Services
Elaine Munukka Registration
Kimberly Nelson Castleton Family Health Center
Mary Noble-McNeil Medical Records
Christie Parker Definitive Care
Kathlene Pelletier Fifth Floor Nursing
Julie Petrossi Registration
Sandra Pond Women s & Children s Unit
Mary Catherine Rawls Ambulatory Care
Kathleen Romano Rehab Nursing
Tanya Rousseau Bowse Health Trust
Mary Schindler Registration
Kathleen Sgorbati Definitive Care
Sherrie Shaw Rehab Services
Karen Shields Medical Records
Joan Sienicki Definitive Care
Patricia Skidmore Emergency Services
Lisa Smilansky Surgical Care
Emily Sosnoff Surgical Care
Michelle Storey Diabetes Clinic
Richard Swan Engineering & Maintenance
Patricia Thibodeau Medical Records
Chantelle Waldron Castleton Family Health Center
Karen Waterworth Surgical Care
James Wetherby Engineering & Maintenance
Maxine Willis Patient Accounting
Karen Wolf Respiratory Care
Susan Woodbury Medical Records
Thomas Yakunovich Laboratory

RRMC volunteers provide a hometown touch to our patients and families.

Volunteers of all ages help keep our hospital and clinics operating smoothly, and our patients and visitors feeling comfortable and at home. They enthusiastically take on vital tasks such as running errands, answering telephones, providing information and escorting patients...and without pay. Their good deeds are many, and we thank them for their dedication.

*During 2003, 374 volunteers donated
51,555 hours of service to RRHS and RRMC.*

This year...

- 51 new adults and 41 new teens joined the Rutland Regional Health Services volunteer staff
- 38 adult volunteers were honored with recognition pins for years of service divisible by five
- 38 teen volunteers received recognition pins for hours of service divisible by 100
- 232 courier volunteers completed 124,866 errands within the hospital
- 100 hospital customers were escorted by or received helpful information from hospital volunteers each day
- Rutland Regional Medical Center, in collaboration with the University of Vermont's Master Gardeners (Rutland Area) and the Rutland Garden Club, received the State of Vermont's Tree Stewardship Volunteer Group Award in recognition of the hospital's outstanding Memorial Garden
- The Trauma Support Team was a Community Impact Award finalist as part of the American Red Cross *Hometown Heroes* celebration



COMMUNITY ENRICHMENT

While RRMC strives
to enrich our
community with good
health and positive
health-related
opportunities, our
community
works to enrich us.

Adult Volunteers:

Julie Abatiell
Phyllis Abatiell
Lori Abelman
Ardena Ackerman
Bobbi Adams
Dick Adams
Terry Adams
Alice Alberico
Jane Altobell
Mike Amato
Stephanie Andrew
Debbie Argent
Bob Argentero
Phyllis Aronson
Cairle Ault
Barbara Austin
Edna Bailey
Charlie Baker
Gail Baker
Martha Baker
Pat Baker
Bill Bannerman
Chris Bannerman
Jennifer Barker
Donna Barrett
Lorna Battles
Janet Beanland
Florence Beatty
Shirley Bellew
Faith Berg
Anne Bergen
Chris Beriau
Dick Beriau
Pat Bick
Mary Blair
Kay Blanchard
Donna Blight
Ned Bogar
Jim Bogdanovitch
Marie Bradbury
Doris Brainard
Jim Britt
Arlene Brown
Bev Brown
Jane Brown
Terry Bruce
Kathryn Burger
Pat Burns
Gladys Burris
Sarah Bush
Mike Butto
Lorraine Canty
Red Carboneau
Maureen Casella
Debbie Cecot
Marion Chapman
Sophia Chrusciel
Eleanor Cioffi
Edith Clark
Kurt Clarkson
June Coburn
Chelsea Cole
Irene Cook
Eleanor Cooper

Julie Cooper
George Costello
Shirley Cota
Diane Courcelle
Ray Couturier
Babette Crittenden
Kathy Crocker
Helena Culver
Rejane Danforth
Evie Davis
Mary Davis
Shirley Derby
Althea Derstine
Margaret Dick
Gladys DiGangi
Leo DiGangi
Rene Doiron
Tom Doon
Bobbi Dress
David Dress
Arline Drugonis
Val Drzewiczewski
Millie Dumouchel
Richard Dundas
Brenda Dunlap
Ric Dunworth
Orea Duval
Michelle Egan
Helen Ely
Kathleen Entinger
Bill Fellows
Diana Fellows
Chuck Foelix
Candy Fox
Bob Frazier
Kae Fretz
Ruth Fucci
Marie Fusco
Muriel Galley
Jean Gallus
Helen Geovjian
Blanche Gibeault
Bob Giordano
Frances Gluck
Shirley Goldman
Richard Gonyea
Josephine Goshgarian
Betty Grant
Murray Grant
Joe Grey
Sara Grey
Jane Griswold
Fran Guynup
Linda Hampton
Mary Harrington
Marion Harrison
Roy Harrison
Tiffany Heath
Bea Hendee
Kate Hennessey
Ruth Hennessey
Margaret Hickey
Jim Hill
Marilyn Hogan
Joan Hogenkamp

Cheryl Holder
Charlotte Hollister
Arlene Hopkins
Evelyn Horton
Karen Ingalls
Michelle Jagodzinski
Peg Johnson
Terry Jones
Helen Kabastura
Sheila Kapitan
Theresa Kapitan
Penny Keefe
Gene Keenan
Connie Kelley
Harris Kelley
Carol Kenlan
Ed Kent
Sibyl Kirby
Pat Koch
Claudette Krupnick
Margaret LaBrecque
Joe Ladabouche
Norm Ladabouche
Claire LaForce
Lois LaFrance
Donna Lambert
David Lane
Terry Leach
Matt Levine
Pooch Levins
Pat Loso
Robert Lucas
Darlene Lunt
Carol Macaluso
Ted Mandeville
Judy Manley
Yolanda Marro
Janet Martin
Mary Martin
Lee Mayer
Winnie McClallen
Jean McDuff
Trudy McGurl
Mo McLaughlin
Mary Mellow
Al Merritt
Norma Meyer
Anne Miller
Karen Moore
Brother James Moran
Fern Morel
Lavinia Moxey
Jeanne Mulcahy
Claire Mullen
Bonnie Mylott
Joyce Notte
Becky Oberkirch
Mary Oczechowski
Wanda Oczechowski
Bea Olsen
Anastasia Olson-Mattson
Andrea Pallutto
Anna Pap
Marilyn Papineau
Win Parlman

Jennifer Patch
Laurel Patch
Norma Patterson
Dick Paul
Jane Paul
John Pelchat
Babe Pomainville
Margot Pouliot
Clint Pratt
John Prince
Doris Provencher
Judi Reynolds
Jan Ripley
Bill Robichaud
Dick Robinson
Fiorella Robinson
Becky Rogers
Paul Ronca
Ruth Rosenberg
Evelyn Ruckert
Colleen Sabatino
Chris Sage-Palacios
Mary Jo Scherer
Lou Scott
Rabbi Jerry Seidler
Jack Seith
Dom Serino
Nancy Seward
Anne Shannon
Joanne Shaw
Lorene Sheldon
Ed Sicard
Sue Simon
Janine Small
Gary-Lea Smith
Muriel Smith
Barry Spaulding
Joyce St. Onge
Marie St. Peter
Vera Stanley
Jim Stein
Lauren Stewart
Jon Story
Ed Sweet
Carol Swords
Phil Swords
Pat Szabo
Mary Taggart
Joe Tansey
Betty Tatro
Agnes Taylor
Arlene Taylor
Carmella Terranova
Bill Testerman
Natalie Thomas
Elaine Titus
Al Tufano
Dona Turek
Pat Tyndall
Reverend Dan Van Luven
Maureen Vincent
Ann Vreeland
Janna Wager
Alan Walker
Betty Walker

Jeff Washburn
Pam Washburn
Mary Wasserman
Andrew Weeks
Doris Weeks
Janet Whalen
Dawn White
Richard Wiedmann
Jay Williams
Ardith Wolynec
Anne Wood
Marlene Wood
Polly Wright
Nancy Young
Jill Zaleski
Anne Zawistoski
Nancy Zetelski

Teen Volunteers

Jenna Abatiell
Liza Adams
Allyson Amery
Danielle Angier
Andrea Austin
Lindsay Baker
Samantha Baker
Brianna Belden
Matthew Bersaw
Lauren Bizzaro
Jessica Blanchard
Meghan Block
Gregg Bonazinga
Joe Bongiovanni
Marissa Bradley
Kerri Brown
Kate Bryant
Trevor Bryant
Madeline Burke
Jessica Campbell
Jenna Carlson
Caitlin Cater
Jennifer Chamberland
Andrea Chambers
Katie Chandler
David Charnock
Kyle Chisamore
Stephanie Clarke
Brianna Coderre
Adrienne Cole
Jessica Conway
Stacey Corey
Jamie Sue Curtis
Ryan Daly
Angela DeBlasio
Stephanie DeBlasio
Chantel DeForge
Kayla Delancey
Megan Denardo
Rebecca Didio
Michaela Downs
Allison Egan
Alex Fleck
Tara Flinn
Jenn Fowler
Christine Frohloff

Jaime Gilbert
Ryan Gilbert
Tyler Gilbert
Melissa Goraj
Mike Gormly
Will Gormly
Niomi Gould
Amy Grassi
Hilary Greene
Stacia Griffiths
Jacqueline Haas
Kari Hampton
Reilly Hart
Nate Harvey
Laura Hassebroeck
Sonya Horton
Tara Hurley
Valeri Kelly
Katie Knaeble
Shane Laderoute
Eleanor Leenman
Youn Lim
Alexandra Louras
Jessica Lowry
Alyson Mahar
Andrew McDuff
Nick Merritt
Jami Miller
Amy Miner
Kayla Mumford
David Narkewicz
Jill Nichols
Caitlin O Connor
Eric Poalino
Leanne Pettis
Amanda Randall
Donna Rantanen
Zach Reich
Molly Reis
Siobhan Rohlin
Greg Roth
Alyssa Roy
Kaitlin Sadakierski
Amanda Sadowski
Liz Schindler
Katie Sebasky
Andrea Shahan
Angela Sherwin
Jenn Stedman
Brittany Taggart
Mike Taylor
Joe Trono
Marc Vitagliano
Elizabeth Waite
Gifford Walsh
Tristan Walsh
Colby Welch
Lynn Williams
Michael Wetzler
Caitlin Wiles

RRMC Auxiliary

The Auxiliary, which has assisted RRMC and the Rutland region for more than a century, gives its yearly profits to hospital departments. Auxiliary Board Members and Volunteers operate the RRMC Gift Shop and organize fundraising events benefiting RRMC services and programs.

2003 Auxiliary Scholarships

Each year the Rutland Regional Medical Center Auxiliary provides scholarships to local graduating students pursuing health care careers. This year's scholarships totaled \$7,000. Congratulations and best of luck to these scholarship recipients who are attending the schools listed:

\$2,000 Rebecca Jenne,
Sacred Heart University, Nurse Practitioner

\$1,500 Jason Lincoln,
Daemon College, Physician's Assistant

\$1,500 Shawna McClure,
Castleton State College, Pediatric/Neonatal Nursing

\$1,000 Jennifer Stedman,
Fairfield University, Biology/Pre-medicine

\$1,000 Brett Porter,
University of Vermont, Biomedical Technology

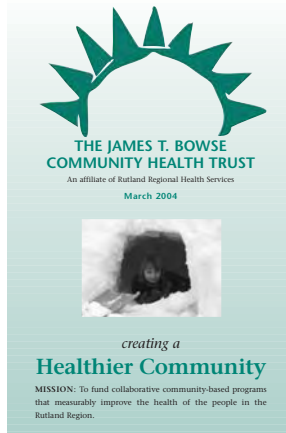
Scholarship applications are available from area high school guidance counselors. The application deadline is May 7, 2004.



James T. Bowse Community Health Trust

COMMUNITY ECONOMIC BENEFITS

RRHS remains committed to serving our community by offering superior service from our staff, providing advanced medical technology and remaining fiscally strong to ensure our long-term stability.



Named in honor of the late RRMC President/CEO James T. Bowse, the Community Health Trust works to create a healthier community through enabling the creation of community-based health programs.

Each year, the Trust provides grants to new community projects that improve access and affordability of health and human services, increase prevention efforts that lead to healthier lifestyles and reduce substance abuse.

Three new projects were selected as grant recipients during 2003. They will receive funding awards totaling \$135,000.

Harvest Program, Foxcroft Farm Rutland \$52,000

The Foxcroft Farm provides an agricultural alternative education program for at-risk, fifth- through eighth-grade students in the Rutland Northeast Supervisory Union. Funding will allow the program to serve eight additional students in the ninth and tenth grades.

DREAM Mentoring Program \$35,000

The Burlington-based DREAM mentoring program will initiate its first Rutland County program by matching Castleton State College students with youth residing at Forrest Park. DREAM also operates programs at Dartmouth College, the University of Vermont and St. Michael's College in Colchester.

Middletown Springs Elementary School After-School Program \$48,000

Funding will support an after-school program for 68 students in grades kindergarten through 6, as well as 24 home-schooled children in Middletown Springs. It will also provide a six-week summer enrichment program.

Grant recipients and projects will receive funding beginning in 2004.

Since its inception in 1996, the trust has awarded more than \$2 million and funded 26 community health initiatives. Grants are awarded annually.

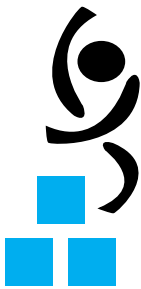
The grant making cycle starts with a technical assistance program for planning grants. Applications for planning grants are due May 1, 2004; letters of intent are due July 1, 2004; and full proposals are due October 1, 2004.

For more information or a copy of the request for proposal, please call the Health Trust office at 802.747.6531.

Service or Revenue Provided by RRHS to Community

RRHS Payroll & Benefits	\$68,658,556
Free and uncompensated care for the uninsured.....	\$1,100,500
Under-reimbursed care provided to Medicare Patients	\$45,808,540
Under-reimbursed care provided to Medicaid Patients	\$9,526,560
Community Health Education	\$301,437
Community Outreach.....	\$144,105
Health Care Scholarships Programs.....	\$40,817
Employee donations to United Way of Greater Rutland campaign	\$27,672
Christmas Adopt-a-Family	\$51,000
Support of primary care in rural areas	\$3,178,378

The Rutland Health Foundation



The Rutland Health Foundation reaches far beyond the service opportunities of a single organization. By strengthening the three member organizations, the Foundation participates in serving the patient bases of all health-related initiatives provided by Rutland Regional Medical Center, Rutland Mental Health Services and Rutland Area Visiting Nurse Association & Hospice. The structure and support of the Rutland Health Foundation allows the member agencies to focus on providing care to the individuals it serves, and the Foundation

focuses on providing resources to the agencies serving those individuals.

Charitable Giving

RHF plans to increase charitable giving to \$2 million per year by 2007.



Gift Planning

By choosing a life income or other gift plan through the Rutland Health Foundation, you may discover some wonderful opportunities. You might find you could make a larger gift to the Rutland Regional Medical Center than you thought possible while realizing substantial tax savings. You will see how your gift can be integral in providing the margin of excellence for RRMC's programs, services and facilities.

The challenge lies in finding the right vehicle for you. Your objectives may include planning for your family's financial security, maximizing tax advantages, and ensuring life income, among others. The Foundation staff stands ready to work with you and your professional advisors to help you choose a solution that best fits your needs and goals.

To learn more about the many types of Planned Gifts, or for more information, please contact the Foundation at 802.747.6598.

2003 Highlights

In April, the Foundation received confirmation of a three-year, \$558,000 award from the Department of Health of Human Resources & Services Administration, granted for a collaborative effort between Rutland Mental Health Services, Rutland Housing Authority, Rutland Area Visiting Nurse Association & Hospice, Rutland Regional Health Services and the Rutland Health Foundation. The focus of the multi-partner project is to provide access to mental health care for the elderly and younger persons with disabilities in congregate housing. The Foundation's role is to focus on fundraising for project sustainability beyond the grant award.

In August, the Foundation initiated an annual appeal drive on behalf of RRMC. Donors, totaling 257, responded to the community appeal, generating \$18,935 in support of RRMC programs. Of the donors participating in the August appeal, 74% had no previous record of contribution to the hospital.

On September 19, the Rutland Health Foundation celebrated a milestone 10th Anniversary Golf Invitational with thirty-two participating teams. Since 1994, the Golf Invitational has raised nearly \$275,000 in support of health initiatives within the community offered jointly by Rutland Regional Medical Center and Rutland Area Visiting Nurse Association & Hospice. The 2003 event raised more than \$25,000, benefiting Kids on the Move, Bridges and Beyond and Maternal Child Health. We are grateful to the Invitational Committee, chaired by Linda Stempel, whose dedication and hard work made this event possible.



Bill Bannerman, *RRMC Volunteer*, Tom Huebner, *President RRHS/RRMC*, Steve Kimbell, *Kimbell, Sherman & Ellis, Rep.* David Sunderland, *Vermont State Representative*, Harvey Yorke, *President Southwestern VT Health Care*

Rutland Health Foundation Board of Directors

Stuart F. Silloway Jr., Chair
*Former Chair of the Board, RRMC
Board of Directors, RRHS*

Victoria P. Young, Vice Chair
*Board of Directors, RRMC
Former Chair of the Board, RMHS*

Russell Gates, Secretary
Chair of the Board, RAVNAH

Thomas W. Huebner
President, RRMC/RRHS

Ed Ogorzalek, Treasurer
CFO, RRMC/RRHS

Ronald Cioffi
Executive Director, RAVNAH

Mark Monson
*President, RMHS
Vice President, RRMC*

J. C. Biebuyck, MD
VPC dba Rutland Radiologists, Inc.

Lawrence G. Jensen
*President & Chief Executive Officer, RHF
Vice President, RRMC*

James M. Pollock, PhD
*Board of Directors, RRHS
Former Chair of the Board, RRHS*

Jeremiah Tarr
*Former Chair of the Board, RRMC
Investment Advisory Committee, RRHS*



Domenic M. Serino
Vice President & Executive Director, RHF

Established in 2001, the Rutland Health Foundation works to improve the health status of the Rutland area community by building financial support for RRMC, RMHS and RAVNAH. The Foundation coordinates health-care-related giving in Rutland and beyond, while funding critical health initiatives through collaborative projects that benefit all citizens in our region.



Rutland Regional Medical Center



Brandon Internal Medicine



Castleton Family Health Center



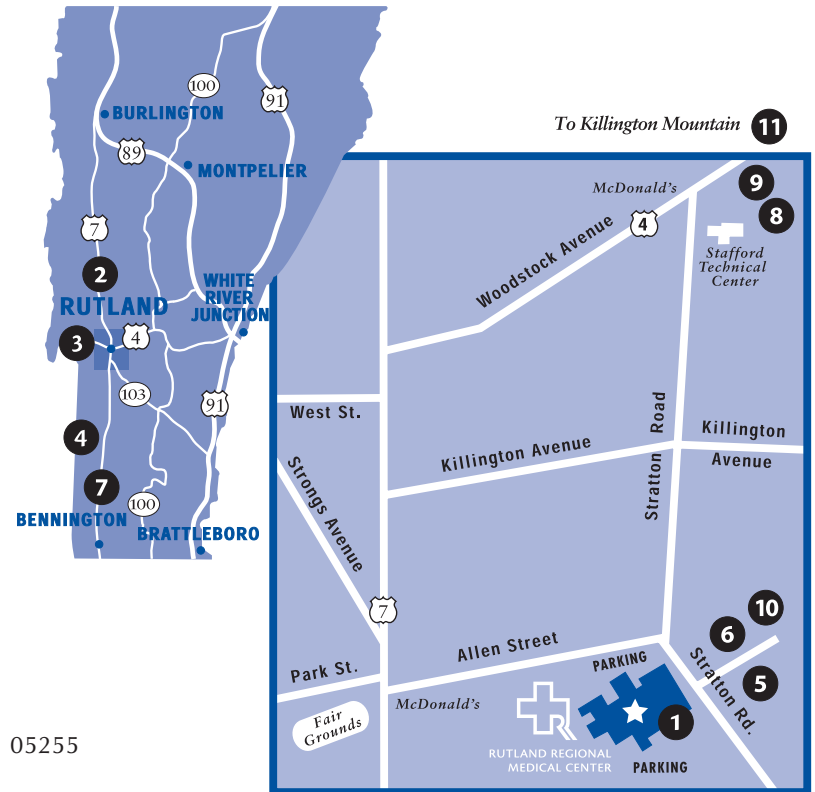
The Gables at East Mountain



Killington Medical Clinic

- 1. Rutland Regional Medical Center**
A Rutland Regional Health Services Affiliate
 160 Allen Street Rutland, Vermont 05701
 802.775.7111 www.rrmc.org
- 2. Brandon Internal Medicine**
 420 Grove Street Brandon, Vermont 05733
 802.247.6305
- 3. Castleton Family Health Center**
 275 Route 30 North Bomoseen, Vermont 05732
 802.468.5641 www.castletonfamilyhealth.org
- 4. Mettowee Valley Family Health Center**
 278 Vermont Route 149 West Pawlet, Vermont 05775
 802.645.0580
- 5. Rutland Regional Medical Center Clinics**
Endocrinology Services
 8 Albert Cree Drive Rutland, Vermont 05701
Pulmonology Services
 160 Allen Street Rutland, Vermont 05701
 802.747.2036
- 6. Vermont Orthopaedic Clinic**
An Affiliate of Rutland Regional Health Services
 3 Albert Cree Drive Rutland, Vermont 05701
 802.775.2937 www.vermontorthoclinic.org
- 7. Equinox Terrace**
Assisted Living Facility
 324 Equinox Terrace Road Manchester Center, Vermont 05255
 802.362.5141
- 8. The Gables at East Mountain**
Independent Retirement Community
 1 Gables Place Rutland, Vermont 05701
 802.770.5263
- 9. The Meadows at East Mountain**
Assisted Living Facility
 157 Heritage Hill Place Rutland, Vermont 05701
 802.775.3300
- 10. Vermont Sports Medicine Center**
A Rutland Regional Affiliated Provider
 Brandon Castleton Ludlow Manchester Rutland
 5 Albert Cree Drive Rutland, Vermont 05701
 802.775.1300 www.vsmc.org
- 11. Killington Medical Clinic**
An Affiliate of Vermont Orthopaedic Clinic
 3902 Killington Road Killington, Vermont 05751
 802.422.6125 www.killingtonmedicalclinic.org

Our Locations



Our Vision

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

 **Rutland Regional Health Services**

SUPPORTED BY THE
RUTLAND HEALTH FOUNDATION

