Our Vision
To be the Best Community Healthcare System in New England

Our Mission
To improve the health of the Rutland Region and surrounding communities by providing appropriate, superior, integrated, preventative, diagnostic and therapeutic health services in a caring environment through the strength of our people, technology and relationships.
To Our Community…

I always look forward to presenting our Annual Report, and talking about all of the things Rutland Regional Medical Center is doing to take care of our patients and to improve the health of our community.

I have said here before that one of the big pieces of work that would be our focus for the years ahead is around our Service Excellence initiative. At its core, Service Excellence is not very complicated. We want to ensure that our patients know how much, and how deeply, we care about them. We want them to be treated kindly. Of course, we want them to get great care. But, we also want to thank them for entrusting us with their care.

As I will continue to say, it is not enough to provide excellent service most of the time. We need to do this Always. To be good all the time is tough, but I know we can do it. I personally am excited, and look forward to the opportunity. On page 24 of this report, you can read about concrete things we are doing to bring about this Service Excellence culture change for our community.

Here’s one example I’d like to share here: Our Emergency Department (ED) was chosen to receive an Excellence in Patient Care award given by Studer Group at its 11th Annual What’s Right in Health Care conference last October. This was based upon the work the ED has made driving improvement in measurable outcomes. I was very proud of this, as the ED has worked really hard to improve its patient satisfaction. You will read more about them later in this report.

There were a number of changes at Rutland Regional during this last year. One of the big changes was the unanimous support by our Board of Directors to approve our contract with ITWorks/Cerner to have them manage our Information Systems Department beginning last July 1. We made certain that all of our IT staff were offered employment with ITWorks. As I have said before, the IT employees continue to be a part of the Rutland Regional family, even though they receive a paycheck from Cerner. This was very important to us.

The point of this change was to further solidify our plans for moving forward to enhance and expand the use of our Electronic Medical Record (EMR), and all of our Health Information System (HIS). In working closely with Cerner since last summer, I am convinced that not only is Cerner continuing to make improvements, but they are thinking well ahead to the world of healthcare reform when we are going to have to manage a population’s health. They are developing the ability to pull information from many EMRs and claims data, so that we can have the fullest picture possible of our patients both individually, and as a group. This is not technology that is available today, but will become available over the next year or two, and it will be very important to us.

Many of the challenges we are facing are around the changing landscape of healthcare. First, we had Vermont Health Connect launch last October 1. This is one of the Healthcare Exchanges mandated under Obama Care. The first few months were rocky, as getting into the site was a slow process and all functionality was not in place. We were preparing for the January 1 “go-live”, but then Governor Shumlin announced that the Healthcare Exchange in Vermont would be delayed. Blue Cross and MVP provided the...
functionality on an interim basis for small employers. Individuals had until April 1 to enroll in the core system which continues to have a variety of bugs. I hope that by the end of calendar 2014 the system is fully functional.

We have Navigators who have been trained by the State to help educate and assist our patients, as well as individuals from the community, with the Vermont Health Connect plan enrollment process. They will be responsible for offering guidance, information, and explaining what options are available based on the individual and/or family’s eligibility. So, if you have questions or need assistance, please call our Financial Counseling department at 802.747.1648 for help.

We have a great deal to be proud of. We have made difficult decisions during this last year that allow us to care for our patients in this world of scarcer resources. We have done an enormous amount to prepare for healthcare reform, including continuing to improve our Electronic Medical Record (EMR), expanding our Community Health Team, improving connectivity between providers, participating in the OneCare Vermont Accountable Care Organization (ACO) and training Navigators, as I shared above, to help our community deal with the new Vermont Health Connect Healthcare Exchange. I believe we are on the right track to be successful, on behalf of our patients, for the new world that is emerging.

Last fall, the Green Mountain Care Board (GMCB) visited Rutland, and it was an opportunity for us to show off the work we are doing. I’d like to share with you the events of that day. While touring our facility, they visited Fifth Floor to see the new Day Room, and the Dementia Program that is doing such good work with our patients there.

The Day Room provides specialized care and activities for patients with any type of cognitive deficit, or swallowing or physical impairment, and is making such a difference. One patient told us, “The Day Room meant a welcomed break after 10 days in the same hospital bed. It was great to meet and talk to people, and allowed my husband the same when he comes to see me. The staff is terrific! A family style lunch was just what was needed to make my last day here fun. I wished I had longer to explore the possibilities! I personally saw patients who appeared depressed perk up and become more animated. Keep this important facility – please!”

They also visited the Psychiatric Unit, and got a sense of the difficult and important work being accomplished. One of the newest areas there is the South Wing, a Psychiatric Services Inpatient Unit containing six private rooms that opened last April. The new unit is part of the system to replace the Vermont State Hospital.

I also took the GMCB to the Emergency Department and we talked to Jill Smith, RN, about how Case Management helps avoid unnecessary admissions. We visited the Foley Cancer Center and talked to Eva Zivitz, RN, about our Palliative Care Program. And finally, we went to the Rutland Heart Center and saw the work the Coumadin Clinic is doing.

The common thread here is that these are all programs that improve care for our patients while avoiding unnecessary utilization. Later that day, the Green Mountain Care Board held a session in Rutland in which we talked about our healthcare reform strategies in general. Cardiologist, Dr. Stanley Shapiro and Darren Childs, Director of Quality Improvement, did a presentation on our
Congestive Heart Failure readmissions reduction pilot, in which we have been able to provide our patients with better quality care and reduced hospital stays. Jeff McKee and Jessi Farnsworth provided presentations on Behavioral Health Services and the opening of the West Ridge Center for Addiction Recovery. After we were done, they also heard from Rutland Mental Health and Rutland Area Visiting Nurse Association & Hospice. This truly was a big day for us to show off the important work of the organization.

I also want to share a few of our successes with you:

• A little more than a year ago, Rutland Regional launched its FaceBook page, and we are just beginning to have a presence on Twitter. Social media is allowing us to have valuable two-way conversations with our customers. Please check us out and give us a “Like” or send us a “Tweet”.

• Last April, Todd Gregory, MD, Medical Director of the Emergency Department, was named our 2013 Physician of the Year. He was selected as the medical staff member who best personifies the hospital’s core values and patient-centered model of care. He is truly deserving of this award.

• We launched our first patient portal, My RRMC Health Site, this last summer. This is a personalized online resource that allows patients to stay current on their healthcare information by providing access to their hospital test results, medical records and a direct line of communication to their physician’s office. The next time you are a patient at Rutland Regional, you will be asked during the registration process if you would like to enroll in My RRMC Health Site.

• At the end of the summer, the Loop, a quarter mile paved walking trail on the hospital grounds, had five new exercise stations installed, and they will be ready to use as soon as the snow and ice is melted. The Loop is open to the community to use.

• Last fall, after 36 years of general surgery practice, Victor Pisanelli, Jr., MD, retired. He became part of his father’s well established general surgery practice here in Rutland back in 1977. Dr. Pisanelli has transitioned to a new role as Surgical First Assistant in the Operating Room.

• Also last fall, our Trauma Support Team celebrated its 20th Anniversary. This program involves dedicated volunteers collaborating with Social Work professionals to provide 24/7 support for families while their loved one is in the Emergency Department.

• For the first time in many years, Rutland Regional had a float in the Annual Halloween Parade. Many of our staff were involved in creating our Smurfs 2 themed float, which won runner-up for the Most Creative Float.

• And in November, we had a group of our male staff who participated in “Movember”, the global charity in November whose vision it is to have an impact on the face of men’s health, and is responsible for the sprouting of millions of mustaches on men’s faces around the world.

As always, I appreciate your taking the time to read our Annual Report. I also appreciate your support as we continue our progress toward Our Vision, “To be the Best Community Healthcare System in New England”. If you ever have any questions or concerns, please feel free to contact me.

Thomas W. Huebner, President
Rutland Regional Health Services and Rutland Regional Medical Center
Our New Providers

March 2013 – February 2014

Joan M. Attig, APRN .................................... Wound Ostomy & Continence Care

Katherine M. Brower, MD............................... Internal Medicine

Laura M. Cohen, APRN ................................. Cardiology

Lilah R. Gamble, FNP................................. Family Medicine

Megan I. Greenleaf, MD............................... Internal Medicine

Kelley L. Holland, AuD ................................. Audiology

Lily V. Hughes, AuD ................................. Audiology

Jessica C. Lindert, APRN .............................. Psychiatry

Julie Poulin, MD ......................................... Psychiatry

Teresa M. Rosetti, PsyD ................................. Clinical Psychology

Parrish A. Smith, PA-C ................................. Psychiatry

Elana Svoren, MD ......................................... Emergency Medicine

Sean P. Toussaint, MD ................................. Emergency Medicine

Genevieve A. Williamson, MD ......................... Psychiatry

Rutland Regional is pleased to welcome these new providers and to work with them for the health of our community. They will join our Medical Staff of more than 220 providers in over 35 specialty areas. Visit www.RRMC.org to view their individual profiles.
Our Leaders

Business Leaders, Community Members & Our Employees

Medical Executive Committee

Daniel M. Foley, MD
President

Mark C. Stickney, MD
Vice President

Bruce D. Bullock, MD
Secretary/Treasurer

Bradley A. Berryhill, MD
Chair, Affiliate Medical Staff Committee

Heather M.P. Smith, MD
Chair, Department of Medicine

Melbourne D. Boynton, MD
Chair, Department of Surgery

Mark C. Stickney, MD
Member at Large, Department of Medicine

Todd D. Gregory, MD
Member at Large, Department of Surgery

Invited

Carol Egan, MSN, MSA, RN, NE-BC
Chief Nursing Officer

Thomas W. Huebner
RRHS/RRMC President/CEO

Jessica L. Anderson
RRHS/RRMC Chair

Baxter C. Holland, MD
VP, Professional Support Services

Victor J. Pisanelli, MD
Chair, Credentials Committee

Section Chiefs

Anesthesiology – Timothy A. Daly, MD
Cardiology – Stanley M. Shapiro, MD
Diagnostic Imaging – Roshan Siva, MD
Emergency Medicine – Scott J. Graham, MD
General Surgery – Matthew A. Conway, MD
Laboratory Medicine & Pathology – William R. Wiseman, DO
Medicine – Heather M.P. Smith, MD
Obstetrics and Gynecology – Daniel M. Foley, MD
Orthopaedics – Melbourne D. Boynton, MD
Pediatrics – Judy A. Nelson, MD
Psychiatry – William G. Frankle, MD

Leadership Council

Thomas W. Huebner
President/CEO

Daniel M. Foley, MD
President, Medical Staff

Melbourne D. Boynton, MD
Chief Medical Director

Heather M.P. Smith, MD
Medical Director, Hospitalists

Carol Egan, MSN, MSA, RN, NE-BC
VP/Chief Nursing Officer

Baxter C. Holland, MD
VP, Professional Support Services

Philip R. Lapp, MD
Chief Medical Information Officer

Mary T. Nemeth
VP, Corporate Support Services

Edward T. Ogorzalek
VP, Fiscal Services/Chief Financial Officer

Barbara Robinson
VP, Clinical Services

Allison Wollen
VP, Human Resources

Domenic M. Serino
Executive Director, Rutland Health Foundation

2013–2014 RRHS/RRMC Board of Directors

Jessica L. Anderson
RRHS/RRMC Chair

Michael Dick, DMD
RRHS/RRMC Vice Chair

Joan F. Gamble
RRHS/RRMC Secretary

Bill Bannerman

John R. Butterly, MD

John Casella

Ron J. Cioffi
Matthew A. Conway, MD
Daniel M. Foley, MD
Mark K. Foley
Todd D. Gregory, MD
Larry Jensen
Cort Jones
Stephen Leffler, MD

Jon S. Readnour, Esq.
TJ Sabotka
Mark Stickney, MD
David C. Wolk

Advisory Staff Members

Rebecca Banco & Janice Jacobs
## 2013 Service Awards

### Forty-Five Years of Service
- Julia McCann: Diagnostic Imaging
- Robert Thomas: Purchasing

### Forty Years of Service
- Judith Hulsebus: Ambulatory Care
- Judith Reed: Environmental Services
- Margaret Stanley: Fifth Floor

### Thirty-Five Years of Service
- Cheryl Hadden: Health Information
- Florence Hanson: Post Anesthesia Care
- Edward Ogorzalek: Administration
- Gail Ransom: Patient Accounting
- Paula Robillard: Diagnostic Imaging
- Joanne Simonds: Ambulatory Care
- Mary Lemmo: Diagnostic Imaging
- Susan Nordmeyer: Foley Cancer Center
- Sue Richards: Ambulatory Care
- Mary Marceau: Intensive Care Unit
- Robert Thomas: Purchasing

### Thirty Years of Service
- Cynthia Ansardy: Laboratory
- Dennis Charles: Community Health Team
- Janet Craigue: General Surgery
- Vicki Hill: Patient Accounting
- Janice Jacobs: Learning & Organizational Development
- Nan Jordan: Diagnostic Imaging
- Karen St. Marie: Laboratory

### Twenty-Five Years of Service
- Tracy Albert: Operating Room
- Steven Brown: Maintenance of Plant
- Tracie Norton: Administration
- Robert Black: Purchasing

### Twenty Years of Service
- Colleen Beayon: Endoscopy
- Danielle Brown: Foley Cancer Center
- Paul Waite: Cardiology/Nuclear Medicine

### Fifteen Years of Service
- Marjorie Barone: Human Resources
- Marjorie Barone: Vermont Orthopaedic Clinic
- Vanessa Bumps: Food & Nutrition Services
- Sally Butler: Phlebotomy
- Leanne Courcelle: Health Information

### Ten Years of Service
- Ruth Barnhart: Telecommunications
- Althea Bilodeau: Testing Center
- Tammi Birdsey: Diagnostic Imaging
- Steven Brown: Maintenance of Plant
- Samantha Camara: Emergency Department
Royalton Congdon
Carolyn Cox
Sarah Donaldson
Kirk Dufty, MD
Charlene Godair
Stephanie Goulet
Bobbi Jo Hutchins
Elaine Imhof
Andrea Jones
Jeffrey Kent
Laura LaFond
Jody Lester
Doreen Lonergan
David McGee
Adam McIntosh
Helen Porot
Meredith Pratt
Valerie Robinson
Ronda Ruby
Domenic Serino
Karen Shum
Mary Frances Skaza
Susan Smith
Monica Sorrentino
Christopher Stronczak, MD
Katy Thomas
Joan Treadway
Dennis VanBuren
Heather Weeden
Julie Wojtkowski
Distribution
Cardiopulmonary Administration
Health Information
Emergency Department
Outpatient Services
Operation of Plant
Clinical Informatics
Psychiatric Services
Fifth Floor
Information Systems
Women's Healthcare
Nursing Excellence
Outpatient Services
Emergency Department
Security
Distribution
Fifth Floor
Patient Accounting
Foley Cancer Center
Administration
Social Work
Case Management
Laboratory
Progressive Care Unit
Emergency Department
Telecommunications
Diagnostic Imaging
Laboratory
Speech Therapy
Emergency Department

Five Years of Service
Mary Kathleen Altobell
Daniela Appolloni
Beverly Baker
Samantha Boekemann
Erica Bolster
Keith Brostek
Pamela Brouillard
Christopher Brown
Jeremy Brown
Danielle Browne
Michael Burke
Heather Cable
Bonnie Carmel
Julie Charnock
Tammy Colley
Gregory Coolidge
Margaret Daly, MD
Susan Edwards
Andrea Flanagan
Michael Flanagan
Christa Fratino
Courtney Fuller, MD
Morgan Gardner
Timothy Gibbard
Dena Goldberg
Danielle Gray
June Graziano
Todd Gregory, MD
Kathleen Griffin
John Grimes
Ashley Howard
Kathryn Johnson
Sarah Jones
Janet Kenyon
Carolyn Kingsley
Beth Knipes
Judith Knust
Diane Kolesnik
Dwayne LeClair
Winifred Lidstone
William Lighthart, MD
Jessica Lighthart
Sara Locke
Ann Malbon
Susan Malkus
James Maranville
Gregory Mayhew
Wanda McGraw
Kalynn McKirryher
Heather McRae
Kathleen McVey
Cynthia Merrill
Melissa Mestyam
Cristina Munson
Brandon Oxley
Helen Parker
Phillip Penders
Abigail Polhemus
Elizabeth Quinncy
Michael Robichaud
Kaitlin Sadakierski
Christine Sanborn
Michelle Savageau
Tiffany Swan
Heather Thibodeau
Patty Thornton
Sara Trepanier
Cynthia VanDien
Amy Walter
Kathleen Warble
Kayla Webster
Michael Wells
Todd Yakunovich
Matthew Zmurko, MD
Health Information
Respiratory Therapy
Physical Therapy
Cardiology
Environmental Services
Emergency Department
Emergency Department
The Meadows
Progressive Care Unit
Food & Nutrition Services
Diagnostic Imaging
Operating Room
Progressive Care Unit
Digestive Services
Foley Cancer Center
Emergency Department
Emergency Department
Testing Center
Vermont Orthopaedic Clinic
Diagnostic Imaging
Progressive Care Unit
Women's Health
Pharmacy
Emergency Department
Mailroom
Diagnostic Imaging
PCU
Progressive Care Unit
Psychiatric Services
Transcription
Patient Accounting
Fifth Floor
Diagnostic Imaging
Progressive Care Unit
Center for Sleep Disorder
Fifth Floor
Psychiatric Services
Diagnostic Imaging
Food & Nutrition Services
Ambulatory Care
Patient Accounting
Radiology Administration
Health Information
Emergency Department
Progressive Care Unit
Outpatient Services
Women's & Children's Services
Telecommunications
Food & Nutrition Services
Psychiatric Services
Environmental Services
Vermont Orthopaedic Clinic

Providing a Total of 2,775 Years of Service to Rutland Regional!
Volunteers have always been an integral part of Rutland Regional Medical Center. Even before the Rutland Hospital opened its doors over 100 years ago, citizen activists volunteered and organized to raise funds to turn the Sheldon House on Nichols Street into a hospital. Volunteers are the fabric of Rutland Regional Medical Center. They don’t replace paid staff, nor do they perform meaningless tasks. Through their gift of time, they provide so much. They provide emotional support and assistance to families in crisis, they keep family members updated on the patient’s progression through the surgical process, they help manage patient expectations in the Emergency Department, they provide transportation to those needing it through the Bridges program, they round on patients to give comfort and information, they provide task support to staff, NAMI volunteers give psychiatric group support in PSIU, they escort and transport patients, they maintain a spiritual garden, they provide dog visitation and therapy, they assist with Advance Directives… and the list goes on and on.

We are ever so grateful to all 359 volunteers who contributed 51,852 hours of care and support in 2013. We are indeed very fortunate!
Hope Bradley
Aaron Borkowski
Ellena Boelke
Megan Blais
Anna Baker
Alisha Arshad
Matt Abatiell
Teen Volunteers
*deceased
Anne Zawistoski
Elsie Zakrzewski
Fred Wortman
Bob Williamson
Dan Williams
Betty Whitehill
Bob Wetherby
Arthur Webster
Lois Weisse
Richard Westfall
Bob Wetherby
Betty Whitehill
Carol Whitney
Tom Whitney
Dan Williams
Lexine Williams
Bob Williamson
Allison Willow
Fred Wortman
Jill Wright
Elise Zakrzewski
Kristina Zaloudek
Anne Zawistoski
Darren Brown
Erik Brown
Jensen Burke
Brittany Bushey
Tori Camber
Joe Candon
Maria Cayia
Hunter Cole
Hannah Conway
Carlos Cortes
Arielle Coughlin
Kelley Daley
Maddie Dilonno
Rowan Dubin-Masuck
Sheri Duprey
Gabby Elnicki
Abbie Farrell
Matthew Fogg
Megan Fox
Savannah Fredette
Marie-France Georges
Letisha Gibbs
Devon Gilbert
Kassidi Goodell
Shelby Hall
Isabelle Hardina
Tyler Heffernan
Bernadette Higgs
Heather Holzinger
Kian Hutt Vater
Chloe Johnson
Chris Keyes
Kaylee Kravetz
Janae Lamb
Charissa LaPlant
Brittany Leonard
Andrew Levandowski
Mariz Mangundayao
Jonathan Medlin
Bethany Miglorie
Alexis Muscatello
Rudra Naik
Samantha O’Neill
Samantha Pearce
Kat Rampone
Andrew Robertello
Dominic Romano
Alicia Rossi
Rinku Sachdev
Amelia Salsgiver
Maggie Sanborn
Emma Shouldice
Hanna Sihler
Anya Smith
Margaret Smith
Samantha St. Marie
Dominic Tadio
Kate Trombetta
Nimue Washburn
Kaylee Wiskoski
Maddie Wollen
Community Benefits

The health of our community is influenced by many factors, and Rutland Regional Medical Center recognizes that healthcare is more than the service provided to patients within the hospital facility. The availability of our community hospital is important to serve our community with traditional inpatient services, outpatient services, and programs that provide community benefits toward achieving improved health.

Community benefits are the activities and services Rutland Regional engages in and supports, that go beyond the patient care services we provide at the hospital facility, in response to identified community health needs. Documenting these needs and associated efforts is a part of what differentiates tax-exempt from taxable healthcare organizations.

Our most recent community health needs assessment identified the following priorities to 2012-2015:

- **Reduce substance use, including tobacco and alcohol**
- **Improve access to and availability of healthcare – medical, dental, mental health and substance abuse**
- **Improve chronic healthcare delivery and supports**
- **Promote a culture to embrace exercise & healthy eating**

This assessment also helped to clearly identify priority populations that Rutland Regional and other organizations need to be aware of:

- **Seniors**
  - In 2010, seniors represented 16.6% of our population, and this figure continues to grow
- **Individuals living in poverty**
  - 13.9% of the population of Rutland County was living in poverty in 2009
- **Adults and youth with substance abuse issues**
  - Including illicit drug use, alcohol use and others, especially for those ages 18-25; Rutland County has a higher number of current smokers than the overall state rate

**Youth and adults who are overweight or obese**
- 38.7% of adults and 14% of high school students report being overweight;
- 24% of adults and 11% of high school students report being obese

**Youth with low rates of healthy eating and exercise**
- 14% of youth report eating the recommended serving of vegetables daily;
- 30% of youth participant in 60 minutes of physical activity daily

Throughout 2013, Rutland Regional Medical Center worked with numerous community partners to share information about initiatives and align them with the prioritized needs. The result was the development of an implementation strategy, specific to Rutland Regional efforts to address the needs identified in the community health needs assessment, while recognizing the activities of many other organizations. As the priority areas of the needs assessment overlap, we need the strength of the triad – the hospital’s activities, policy change, and community commitment, to realize change in the health status of our community and its members. The Implementation Strategy highlights the actions Rutland Regional will employ that are new or are significant improvements, building upon existing efforts to address the prioritized health needs.

Rutland Regional Medical Center is committed to providing patients, families and the community with exceptional medical care, service and leadership, as highlighted by the following community benefit figures.

**Free & Discounted Care**
Rutland Regional provides low- and no-cost care for eligible residents through a financial assistance program. The Free Care Provisions for 2013 totaled $7,390,442 (Gross Charges).

<table>
<thead>
<tr>
<th>Year</th>
<th>Free Care Provisions</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009</td>
<td>4,465,013</td>
</tr>
<tr>
<td>2010</td>
<td>4,317,792</td>
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<tr>
<td>2011</td>
<td>4,075,856</td>
</tr>
<tr>
<td>2012</td>
<td>6,054,839</td>
</tr>
<tr>
<td>2013</td>
<td>7,390,442</td>
</tr>
</tbody>
</table>

**Free Care for Patients**
Community Health Improvement Initiatives
Screening services, educational programming and care coordination are important to promote the health of our community, and maximizing the benefit of the healthcare services available by improving appropriate utilization. Rutland Regional offers Healthier Living Workshops, Tobacco Cessation programming, Asthma Education and Intervention, Breast Care Education Outreach, Advance Directives Explainers, and numerous support groups for individuals and families. Support for these programs is estimated at $1,815,240.

Health Profession Education and Training for Non-Employee Physicians, Workers and Students, and Workforce Development
Collaborating with regional education programs, Rutland Regional provides a variety of training programs for individuals interested in medical-related fields. During 2013, Rutland Regional’s investment in these areas totaled more than $115,925.

Donations, Sponsorships and Community Grants
Rutland Regional works with partner organizations to support programs and events serving the needs of our community, an important complement to our own efforts. Rutland Regional provided much needed support through donations, sponsorships, grants to community-based programs, and employee participation equal to more than $1,083,948.

Grants

Each year, Rutland Regional seeks funding from a variety of private and governmental sources to support new programming to address the health needs of our community, and to build upon and expand services. Last year, we received $1,523,261 in grants and alternative funding:

State of Vermont, Blueprint for Health Implementation .................................................................$301,152
Supports capacity building, integration across health and social services, and programming to improve health through education, case management, and self-management for chronic disease

Susan G. Komen Race for the Cure .................................................................$43,672
Community education and outreach to raise awareness of breast cancer, breast health, screenings and treatment options, and to improve utilization of resources, and improve access, especially for low income populations

Vermont Association of Hospitals and Health Systems .................................................................$121,271
One-time funding to support planning, capacity building, & infrastructure development to respond to healthcare reform

Health Resources & Services Administration, Vermont Hospital Preparedness Program ...............$60,000
Vermont Department of Health to support Emergency Preparedness activities in conjunction with other hospitals

Health Resources in Action, New England Asthma Innovation Collaborative ......................................$53,824
Implementing asthma education outreach & support to pediatric patients & families under a CMS demonstration project

State of Vermont, Department of Health ..........................................................................................$27,000
Center for Disease Control funds allocated to use to provide education outreach to promote awareness and self-management of chronic disease, including offering an in-home program for patients and families

Vermont Program for Quality in Healthcare ..................................................................................$6,300
Change delivery of patient education and support, and improve transitions of care between healthcare facilities for Congestive Heart Failure to improve outcomes

State of Vermont, BC/BS of Vermont, MVP, CIGNA and CMS ..........................................................$910,042
Blueprint for Health, Rutland Community Health Team support to coordinate care and services for patients with chronic conditions and/or substance abuse
Bowse Health Trust

In seventeen years, the Bowse Health Trust has funded a total of 48 programs, which target residents of all ages in a variety of Rutland County communities. With the $247,260 awarded in the 2013 grant round, the Bowse Health Trust has now committed over $3.5 million to improve the health of the community. The projects chosen include:

**Primary Care for the Severely Mentally Ill (SMI) – $92,360**
*Hosted by Rutland Mental Health*

This program will integrate medical health and mental health services for an underserved population. Data from the National Association of State Mental Health Directors states that the SMI population dies 25 years younger than the general population. Many of these early deaths are from preventable health conditions. It is estimated that 25% of Rutland’s SMI population does not have a primary care provider.

This population will have increased access to healthcare by removing physical and emotional barriers. The Community Health Centers of the Rutland Region will provide primary care at Rutland Mental Health’s Court Square office. This is an office that is routinely visited by SMI clients. The funds for this program will support hiring a RN case manager/educator who will provide support to existing Rutland Mental Health case managers concerning medical issues experienced by SMI clients. The RN will also assist the primary care provider in assuring that patients are referred to appropriate community services.

**Growing a Sustainable Harvest – $80,000**
*Hosted by Foxcroft Farm Harvest Program*

This program will develop, strengthen, and expand agriculturally-based education opportunities for youth in grades 5-12, in the Northwestern Supervisory Union. Three programs, Growing to Know, Growing Roots, and Growing to Work will provide exposure to growing local produce and distributing it to the community. The students will gain a sense of accomplishment and community connectedness, while developing vocational skills.

The funds for this program will support the educational programs and staffing required to provide afterschool and summer programming. Partners in the effort include local schools, Vermont Department of Labor, and local businesses.

**Dismas Residential Outreach Coordinator – $74,900**
*Hosted by Rutland Dismas House*

Dismas House of Rutland will hire a Residential Outreach Coordinator (ROC) to support the 10 residents of this community living facility for newly released prisoners. The ROC will live in the facility and be available in the late evening hours to support the residents to adhere to a safe, drug free, and alcohol free environment. On weekends, the ROC will assist in organizing healthy activities for resident participation. This will expose them to area resources that promote a healthy lifestyle. The goal is to have the residents involved in a way of life that they can embrace, and avoid returning to a culture that promoted criminal activity.

Partners in this program include local gyms, sport shops, area resorts, Department of Corrections, local residents, and the Rutland Police Department's Project VISION.
### Programs with Ongoing Funding

<table>
<thead>
<tr>
<th>Program Name</th>
<th>Hosted By</th>
<th>Funding</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Three Steps Forward</strong></td>
<td>Rutland Region Workforce Investment Board and Vermont Adult Learning</td>
<td>$83,722</td>
<td>3 years</td>
</tr>
<tr>
<td><strong>Sexual Abuse Prevention in Elementary School Communities</strong></td>
<td>Prevent Child Abuse Vermont</td>
<td>$84,000</td>
<td>3 years</td>
</tr>
<tr>
<td><strong>The Little 1s</strong></td>
<td>Diabetes Education and Rutland Area Visiting Nurse Association &amp; Hospice</td>
<td>$70,124</td>
<td>3 years</td>
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<td><strong>It’s A Girl Thing</strong></td>
<td>Girl Scouts of the Green and White Mountains</td>
<td>$25,970</td>
<td>3 years</td>
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<td><strong>Get Rid Of Waste (GROW)</strong></td>
<td>Lothrop Elementary School</td>
<td>$39,000</td>
<td>3 years</td>
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<tr>
<td><strong>RSSU Transitions</strong></td>
<td>Rutland South Supervisory Union (RSSU)</td>
<td>$109,478</td>
<td>3 years</td>
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### Programs with Completed Funding

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<th>Program Name</th>
<th>Hosted By</th>
<th>Funding</th>
<th>Duration</th>
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<td><strong>Say it Straight</strong></td>
<td>Rutland Area Prevention (RAP) Coalition</td>
<td>$46,000</td>
<td>3 years</td>
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<td><strong>Nutrition AXIS</strong></td>
<td>Rutland Area Farm &amp; Food Link (RAFFL)</td>
<td>$54,865</td>
<td>3 years</td>
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Rutland Regional Medical Center
Financial Statement

**Balance Sheet**

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<tr>
<th>Assets</th>
<th>2013</th>
<th>2012</th>
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<tbody>
<tr>
<td>Current Assets</td>
<td>47,757,370</td>
<td>43,510,358</td>
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<td>Property Plant &amp; Equipment, Net</td>
<td>71,560,655</td>
<td>72,574,270</td>
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<td>Other Assets</td>
<td>4,509,975</td>
<td>4,490,504</td>
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<td>Assets Whose Use is Limited</td>
<td>100,112,456</td>
<td>90,863,152</td>
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<tr>
<td><strong>Total Assets</strong></td>
<td><strong>223,940,436</strong></td>
<td><strong>211,438,284</strong></td>
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<table>
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<tr>
<th>Liabilities &amp; Net Assets</th>
<th>2013</th>
<th>2012</th>
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<tr>
<td>Current Liabilities</td>
<td>28,573,831</td>
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<td>Other Liabilities</td>
<td>9,880,670</td>
<td>12,238,783</td>
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<td>Accrued Pension Obligation</td>
<td>22,108,093</td>
<td>44,554,090</td>
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<td>Long-term Debt</td>
<td>44,035,302</td>
<td>45,819,551</td>
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<td>Net Assets</td>
<td>119,342,540</td>
<td>83,208,517</td>
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<td><strong>Total Liabilities &amp; Net Assets</strong></td>
<td><strong>223,940,436</strong></td>
<td><strong>211,438,284</strong></td>
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**Statement of Revenue & Expenses of General Fund**

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<tr>
<th></th>
<th>2013</th>
<th>2012</th>
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<tr>
<td>Gross Revenue</td>
<td>445,453,258</td>
<td>400,652,630</td>
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<td>Less: Contractual Allowances</td>
<td>225,565,817</td>
<td>194,540,755</td>
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<td>Less: Provision for Uncollectible Accounts</td>
<td>6,872,448</td>
<td>7,797,337</td>
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<td>Net Revenue</td>
<td>213,014,993</td>
<td>198,314,538</td>
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<td>Other Revenue</td>
<td>8,398,234</td>
<td>4,834,542</td>
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<td>Total Revenue</td>
<td>221,413,227</td>
<td>203,149,080</td>
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<td>Expenses</td>
<td>211,892,943</td>
<td>205,855,408</td>
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<tr>
<td>Income (Loss) from Operations</td>
<td>9,520,284</td>
<td>(2,706,328)</td>
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<tr>
<td>Non-operating Gains (Losses)</td>
<td>13,394,874</td>
<td>11,105,456</td>
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<td>Excess of Revenues &amp; Net Gains over Expenses</td>
<td>22,915,158</td>
<td>8,399,128</td>
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</table>
Rutland Regional Health Services
Financial Statement

Combined Balance Sheet (RRHS, RRMC & RHF) 2013 2012

Assets
Current Assets 43,480,890 38,633,968
Property Plant & Equipment, Net 77,757,458 79,449,046
Other Assets 4,508,059 4,588,301
Assets Whose Use is Limited 114,274,404 103,608,863
Total Assets 240,020,811 226,280,178

Liabilities & Net Assets
Current Liabilities 29,018,864 26,317,571
Other Liabilities 10,921,381 12,861,247
Accrued Pension Obligation 22,108,093 44,354,090
Long-term Debt 45,365,502 47,403,015
Net Assets 152,606,971 95,344,255
Total Liabilities & Net Assets 240,020,811 226,280,178

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.

Payment Sources
Medicare accounts for 34.6% of the payments that Rutland Regional receives.
Thank You!

Caring for the residents of our communities has been, and always will be, the mission of Rutland Regional Medical Center. Every day, you—our friends and supporters—make a difference in advancing the level of patient care at Rutland Regional. Your support, from monetary gifts of all sizes, to gifts in memory or honor of a cherished loved one—impact the level of care we provide.

Since we began caring for the Rutland Community in 1896, patient care has advanced. While it’s difficult to imagine what it will look like 100 years from now, one constant is certain: our steadfast commitment to excellence. Of course, community support has been integral to our success every step of the way. Thank you. Because of you, Rutland Regional is improving more lives in our community right here, right now.

Donors

With deepest appreciation, we acknowledge these generous donors for their gifts and pledges of $100 or more between January 1, 2013 and December 31, 2013.

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# Tribute Gifts

The following individuals were honored by friends and loved ones who made gifts to Rutland Regional Medical Center in 2013.

**In Honor of or Special Recognition of:**

<table>
<thead>
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<th>Marie Anderson</th>
<th>Pat Garofano</th>
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<tr>
<td>Dale Bardin</td>
<td>Richard Anthony Gillam</td>
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<td>Francis Graham</td>
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<td>Rutland Regional Progressive Care Unit</td>
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<td>Carole Anne “Caroline” Woods</td>
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<td>Robert J. Worthen</td>
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Fundraising Events

Ordinary people with extraordinary talent lend their hand each year to bring to life events that support a variety of programs and services. For some, it’s a tribute to a loved one. For others, it’s a strong commitment to a health issue. Every donor has his or her own reasons for supporting Rutland Regional Medical Center, and whatever the motivation, we are touched by their generosity. We find it especially heartwarming to witness the passion and commitment our friends put into fundraising events that hold special meaning for them. The following events were held in support of the programs and services of Rutland Regional in 2013.

**2013 Grand Parada – Boots & Brew**

Our signature event, the Grand Parada raised valuable funds for the Palliative Care Program at Rutland Regional. The themed event also paid tribute to Physician of the Year, Dr. Todd Gregory.

**2013 Rutland Health Foundation Golf Invitational**

One of the area’s most popular tournaments, the Invitational has raised funds for Kids on the Move, the Pediatric Hi-Tech program of the Rutland Area Visiting Nurse Association & Hospice, and programs at Rutland Regional Medical Center.

With gratitude to our sponsors

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- Dartmouth-Hitchcock Medical Center
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- Cerner
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**With Gratitude**
Caught on Camera Photography Exhibit by Robert Isaac Tepper, benefitting the Foley Cancer Center
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Sheryl Tepper  
Tepper Dardeck Levins & Gatos  
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Ann Clark  
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Glenn S. Morgan, Esq.
Jeremiah Tarr

The Rutland Health Foundation exists to improve the health status of the Rutland-area community by building financial support for Rutland Regional Medical Center and the Rutland Area Visiting Nurse Association & Hospice.

Rutland Rugby Club presents a donation to the Foley Cancer Center

Proceeds from the Jean Cooper Memorial Golf Tournament benefit the Foley Cancer Center

The Mary Wells Heath 5K in support of the Foley Cancer Center

Castleton Women’s Ice Hockey donates $7,000 to the Foley Cancer Center from Pink the Rink
Our Auxiliary Partners

The Gift Shop, located on the first floor of Rutland Regional Medical Center, is a nonprofit organization run by the Auxiliary. The Auxiliary was established in 1887. A significant portion of funds raised comes from Gift Shop sales. The organization also raises money through annual fundraisers supported by individuals, Auxiliary members and community businesses. The Auxiliary sponsors outside vendor sales who in return donate a portion to the gift shop. A percentage of the proceeds from these activities are donated back to the hospital.

The Gift Shop’s mission is to support hospital and community health programs. Yearly, the Auxiliary awards scholarships to area high school seniors pursuing careers in a healthcare field.

The Gift Shop has a variety of unique and beautiful items for any occasion. There are gifts for all ages: animals, toys, jewelry, lotions, plush, flowers and cards, as well as daily necessities.

2013 Scholarship Recipients

$2,000 Courtney Patterson from Fair Haven Union High School will be attending University of New England – Physician
$1,500 Danielle Walters from Rutland High School will be attending Cedarville University – Nursing
$1,500 Gabrielle Guastamachio from Proctor High School will be attending Southern Vermont College – Nursing
$1,000 Jensen Anne Burke from Mill River Union High School will be attending University of Vermont – Nursing
$1,000 Anna Baker from Mill River Union High School will be attending University of New Hampshire – Medicine
$750 Ryan J. Petrini from Proctor High School will be attending Widener University – Pre-Med
$750 Jacqueline Ojala from Proctor High School will be attending St. Lawrence University – Physician

Total Scholarships $8,500

2013 Funding Allocations

$1000 Lymphedema Clinic
$600 Speech/Language Pathology – iPad and applications
$1,000 Emergency Department – Children’s center
$750 Memorial Garden
$5,500 Diagnostic Imaging – Blanket warmer
$500 Physical Medicine/Rehab – Pulse oximeter

Total Funding Allocations $9,350
Something is different at Rutland Regional. Something is changing. For the last two years, we have been working hard to change a part of our culture. We are working hard to have what we call Service Excellence, because we want to provide our patients with the best experience possible.

Service Excellence is about ensuring that our patients know how much we care about them. It's important that they be treated kindly, and of course, we want them to get great care. But a change we are making is to thank them for entrusting us with their care.

In order to accomplish this Service Excellence culture change for our community, there are concrete things we are doing to bring it about.

- Every inpatient is Rounded on (visited) by a nurse leader every day to see that their stay is going well
- Every patient who is discharged is getting a call a couple of days later to see how they are doing
- Clear Service Standards have been put in place for all staff to guide their interactions with patients
- We are training staff in additional ways to communicate with patients that reinforce how much we care

Community members have noticed progress, and have told us so. More impressively, our patient satisfaction survey scores have increased markedly.

Are we perfect? No – we are on a journey to improve for our patients and our community. But proudly, we can say it is a journey where we have been making real progress.

A team of Rutland Regional employees developed Service Standards, and all staff have been trained and have signed a pledge to follow them every day. Here are the Service Standards for all of our staff:

- Every patient is my patient, every customer is my customer
- I care for our patients and customers in a compassionate and professional manner
- I am positive in all my actions and attitudes with patients, customers and co-workers
- I foster a welcoming environment that promotes healing
- I am an ambassador for this organization while working and while in the community
- I model the Service Standards and coach others to live them, Always

A great example of Service Standards being practiced to ensure superior service is happening right in our Emergency Department (ED):

Last fall, the ED was chosen to receive an Excellence in Patient Care Award, given by Studer Group. ED Director, Tom Rounds, RN said this about his team’s important achievement: “The Excellence in Patient Care Award represents an early win for both the Emergency Department staff and the community of Rutland. We have embraced change to respond to the external operating environment, and because adopting new evidence-based practice will deliver better clinical and quality outcomes for our patients! It was an incredible honor to walk the national stage with representatives of our physician and nursing leadership team. We have more hard work ahead and are all committed to Excellence in the Emergency Department.”

Service Excellence is making a difference. Our community deserves nothing less!
Our Key Goals

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

Customer Service – We will consistently deliver an exceptional customer experience which results in high levels of satisfaction.

Market Share Growth – We will develop new services and expand existing services in collaboration with others to meet appropriate customer needs resulting in increased market share and expansion into new markets.

Information Excellence – We will support the organization’s key processes by providing excellent information which results in effective delivery & coordination of care, informed clinical decision making, efficient operations, and improved patient involvement.

Financial Strength – We will achieve financial strength and stability by maintaining the health of our community, by optimizing reimbursement and improving our cost structure to produce sufficient margins, and by increasing philanthropic giving.

Employee Engagement – We will create an environment where employee engagement flourishes and we commit our hearts and minds to meeting and exceeding the needs of our customers and each other.

Rutland Regional continues its commitment to our community by using paper that has a post-consumer recycled percentage of 100% for this Annual Report. The paper selected preserves trees for the future, saves wastewater flow, and conserves energy.
Center for Sleep Disorders
A Department of Rutland Regional Medical Center
160 Allen Street, Rutland, VT 05701
802.747.3792

Comprehensive Care & Infectious Diseases Clinic
A Department of Rutland Regional Medical Center
160 Allen Street, Rutland, VT 05701
802.747.3700

ENT & Audiology
A Department of Rutland Regional Medical Center
69 Allen Street, Suites 1, 3 & 4, Rutland, VT 05701
802.775.3314
51A Tennis Way, East Dorset, VT 05253
802.366.8195

Foley Cancer Center
A Department of Rutland Regional Medical Center
160 Allen Street, Rutland, VT 05701
802.747.1831

Killington Medical Clinic
A Department of Rutland Regional Medical Center
3902 Killington Road, Killington, VT 05751
802.422.6125 – www.killingtonmedicalclinic.org
www.isporttraining.com

Laboratory Services
A Department of Rutland Regional Medical Center
160 Allen Street, Rutland, VT 05701
802.747.1771

Physical Medicine & Rehabilitation
A Department of Rutland Regional Medical Center
160 Allen Street, Rutland, VT 05701
802.747.3633

Rutland Diabetes & Endocrinology Center
A Department of Rutland Regional Medical Center
8 Albert Cree Drive, Rutland, VT 05701
802.775.7844

Rutland Digestive Services
A Department of Rutland Regional Medical Center
254 Stratton Road, Suite 1, Rutland, VT 05701
802.786.1400

Rutland General Surgery
and the Wound, Ostomy & Continence Clinic
A Department of Rutland Regional Medical Center
6 Commons Street, Rutland, VT 05701
802.775.1903

Rutland Health Foundation
A Rutland Regional Health Services Affiliate
433 West Street, Rutland, VT 05701
802.747.3634 – www.rutlandhealthfoundation.org

Rutland Heart Center
A Department of Rutland Regional Medical Center
12 Commons Street, Rutland, VT 05701
802.747.3600 or 1.855.RHC.BEAT

Rutland Kidney Center
A Department of Rutland Regional Medical Center
160 Allen Street, Rutland, VT 05701
802.747.6.292

Rutland Pulmonary Center
A Department of Rutland Regional Medical Center
160 Allen Street, Rutland, VT 05701
802.775.2036

Rutland Regional Behavioral Health
A Department of Rutland Regional Medical Center
1 Commons Street, Rutland, VT 05701
802.747.1857

Rutland Women’s Healthcare
A Department of Rutland Regional Medical Center
147 Allen Street, Rutland, VT 05701
802.775.1901

The Gables at East Mountain
A Rutland Regional Health Services Affiliate
1 Gables Place, Rutland, VT 05701
802.770.5263 – www.thegablesvt.com

The Meadows at East Mountain
A Rutland Regional Health Services Affiliate
157 Heritage Hill Place, Rutland, VT 05701
802.775.3300 – www.themeadowsvt.com

Vermont Orthopaedic Clinic
A Department of Rutland Regional Medical Center
3 Albert Cree Drive, Rutland, VT 05701
802.775.2937 – www.vermontorthoclinic.org

Vermont Sports Medicine Center
A Rutland Regional Health Services Affiliate
Brandon, Castleton, Killington & Rutland
5 Albert Cree Drive, Rutland, VT 05701
802.775.1300 – www.vsmc.org

West Ridge Center for Addiction Recovery
A Department of Rutland Regional Medical Center
Howe Center, 1 Scale Avenue, Bld. 10, Rutland, VT 05701
802.776.5800