



MYTHS

TRUTHS

2016 Annual Report



Gifford Health Care
Caring for you... for life.



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This report was designed by Tammy Hooker and written by Robin Dutcher. Photographs by First Light Studios, Tammy Hooker, and Alison White.

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Our 2017 Board of Trustees (back from left to right): Matt Considine, Todd Winslow, Carol Bushey, Sue Sytsma, Clay Westbrook, Sue Sherman, Dan Bennett, Peter Reed, Peter Nowlan, Sheila Jacobs, Dr. Ellamarie Russo-DeMara. Front: Bob Wright, Gus Meyer, Jody Richards, Barbara Rochat. Not pictured: Lincoln Clark and Paul Kendall.

In 2016 we successfully completed our transition to new leadership at Gifford. During our search for a new CEO we evaluated existing services and processes, explored ways to be more efficient, and continued to position ourselves for ongoing uncertainty in healthcare delivery.

It was also a year of recognition and success. Our Menig Nursing Home and Birthing Center both won national awards, our Cancer Program's three-year accreditation was renewed, and we were one of four Vermont health centers to receive substance abuse funding for a new addiction medicine program. As the year closed, the Gifford Medical Center Auxiliary received national recognition from the Association for Fundraising Professionals as a 2016 Outstanding Volunteer Fundraiser.

Many initiatives and accomplishments aligned with our mission to strengthen community wellness and assure access to quality care:

- Gifford Health Center in Berlin was expanded with a new building to house Primary Care services (including Ob/Gyn and Midwifery). The existing building was renovated to accommodate more Specialty Services (Neurology, Orthopedics, Podiatry, Urology, and Physical Therapy).
- In March providers from Upper Valley Neurology and Neurosurgery (UVNN) opened an office in our Kingwood building in Randolph, saving Gifford patients the need to travel to their Lebanon or New London, NH locations for consultations and surgery.
- Our updated Birthing Center opened in July in a renovated and more centralized location in the hospital.
- During the year we welcomed 18 new providers to our team—half of them in primary care.

Services that support the health and wellbeing of the communities we serve, especially our seniors, continued to be a focus:

- In July we held a groundbreaking ceremony for 49 independent living apartments at the Morgan Orchards Senior Living Community in Randolph Center. The apartments are scheduled to open in early August, 2017.
- We also celebrated the successful closing of the *Vision for the Future Campaign*, which raised funds to support the new Menig Nursing Home (opened in May of 2015), 25 private patient rooms (opened in December 2015), and the new Birthing Center, which opened in June, 2016.
- The 11th Annual Last Mile Ride in August surpassed our fundraising goal and raised more than \$102,000 with a record-breaking number of participants. These funds provide unique end-of-life services for patients and their families.

Moving forward, priorities include recruitment, a renewed focus on Primary Care services, and working to ensure success in a health care reform environment. We continue to create new resources for preventive screenings, chronic disease management, and wellness classes and programs, and will expand our new Addiction Medicine program to help address the state's growing opioid crisis.

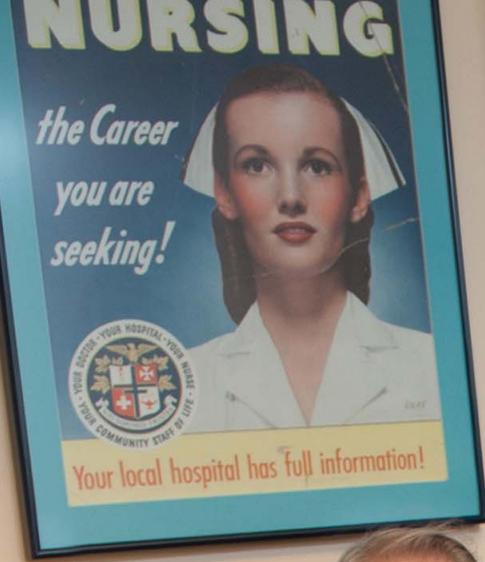
Gifford has a long and innovative history of working collaboratively with our community to provide quality care locally. As it has for 113 years, our mission will guide us as we plan for coming challenges, both internal and external. We've mapped out a clear plan focused on efficiency, quality, customer service, and programs to support wellness in our community as a whole—if we do this well, we will weather any changes that may come our way.

Dan Bennett, President and CEO
Peter Nowlan, Board Chair



Our Mission:

“As a community health center and medical home, Gifford’s mission is to improve and manage the health of the people we serve by providing and assuring access to affordable, high-quality health care, and by promoting the health and well-being of everyone in our service area.”



MYTH:

I'M A NUMBER,
NOT A NAME

TRUTH:

YOU KNOW US AND WE KNOW YOU. WE'RE YOUR
FRIENDS AND NEIGHBORS.

Marjorie Chase was born at Gifford 74 years ago. Five of her six children were born at Gifford, as was her grandson Dustin Messier, and her four-year-old great-granddaughter Chloe. One physician, Dr. Ken Borie, cares for all four generations of this family.

David Messier says he didn't question seeing his wife's family physician when they married 29 years ago. It seemed obvious that his own children would see Dr. Borie, and when those children began to have families, they naturally brought their children to see him as well.

"Taking care of several members of a family is one of the most satisfying parts of my work," says Borie. "There is no greater honor than to have someone who has seen me their entire life ask me to care for their newborn, or to sit with a dying patient in the Garden Room after caring for them for 25 years."

New providers preserve this continuity and connection. When Physician Assistant Rebecca Savidge started at the Chelsea Health Center in 2013, she saw patients that retiring Physician Assistant Starr Strong had seen for 21 years. "Starr passed her patients' history on to me, just as it had been passed on to her when she started," she says. "It's like the passing of a community torch."

A face with a name, not a chart number

At Gifford we offer the highest quality medical care while still "seeing" the individual. Understanding a patient's story helps us provide the very best care, and weaving personalized gestures into medical visits or procedures can transform stressful experiences.

In an era where people often see a series of specialists at large medical centers (sometimes never seeing the same caregiver twice), we offer something different: we know you, and you know us.

Our new mothers receive special chef-made chocolates and handmade baby caps and quilts. Signed get well cards are sent to every patient after their surgery, and when a woman receives a breast cancer

diagnosis a patient navigator is there to walk her through every step of her treatment. Menig Nursing Home residents receive a personal, hand-made quilt to brighten their room, and patients in the Garden Rooms receive unique end-of-life services.

A family of familiar faces

When patients come to Gifford they often see someone they know—a neighbor, a friend, or even a family member. Familiar faces create a friendly environment where staff are approachable, and providers can personalize care.

An entire hallway of the hospital is lined with photos honoring staff who have worked at Gifford for 15 or more years. Each conveys something special about an individual: a person may be posed holding a camera or a quilt to reflect personal interests. Often the shots are playful spoofs on work roles—a pharmacist surrounded by thousands of brightly colored pills flying through the air, or a surgical nurse manager in scrubs kicking a soccer ball through a Gifford hall. Like a photo album recording generations of connection, these images celebrate not just longevity, but the unique personalities in our "Gifford family."

Quality, connection, and continuity

Today, grandchildren of the parents who came when our Birthing Center opened in 1977 travel from all over the state for midwife-assisted births supported by 24-7 Ob/Gyn expertise. We've renovated and added equipment over the years, but many things remain constant: our long-serving birthing center nurses have helped generations of families welcome newborns. Last spring a young father was astonished to look up and see Dr. Lou DiNicola, his childhood pediatrician, caring for his new daughter.

Quality, connection, and continuity have been cornerstones of our organization for more than 113 years. This commitment will continue to shape our care for generations to come.



Terri Parezo worked in the chart room when she came to Gifford 20 years ago, but for the last 10 years she has coordinated surgeries for the Specialty Clinics. "I work with a great group of people," she says. "Our small size really does keep it feeling like a 'Gifford family.'"

Her husband Wayne has worked in Environmental Services for the last five years—he's one of the employees who keep Gifford's floors buffed to a glass-like reflective sheen. Working in the quiet hours of the evening, he also helps people who find themselves lost in hallways. "When trying to clean the ER floor it is either a ghost town or a Trailways Bus station," he said.

Opposite page: Back row (l.to.r): Marjorie Chase, Dr. Ken Borie, Gabrielle Messier (Chloe's mom); front row (l.to r.): Dustin Messier (Chloe's dad), Chloe Messier, and David Messier.



MYTH:
BIGGER IS
BETTER

TRUTH:
AS YOUR HOMETOWN PARTNERS IN HEALTH CARE WE
OFFER HIGH QUALITY, COMPASSIONATE CARE LOCALLY.

Last spring Dr. Andrew Erickson found a study in the *Journal of American Medical Association* that affirmed something he already knew: many common surgical procedures performed at community hospitals like Gifford are as safe as—or safer than—in large medical centers.* The study found these surgeries were also less expensive and had lower risk for post-operative complications.

“We are very good at treating the most common medical problems. Patients aren’t compromising on quality of care to stay close to home,” said Erickson. “They are in private rooms, which have lower infection rates, and are treated by people they know. The entire patient experience is much nicer—we’re small enough to adapt to individual needs, and the food is great!”

Through all stages of life—from birth through old age—our individualized care is supported by the most current medical expertise and technology. If you require more complex services, we create a seamless path for treatment, connecting with specialists at larger hospitals and collaborating on follow up care.

“We don’t turn our back on patients treated elsewhere,” Erickson said. “We work with a network of providers at other hospitals, and we’re here to help with follow-up questions and recovery when they come home. After a complicated procedure, many patients return to Gifford for rehab or ongoing treatment.”

Small, but not “behind-the-times”

We’ve cared for generations of families for more than 110 years. Changing needs in the community have guided how we’ve invested in infrastructure, expanded services, and added physicians and staff. Today we offer a full range of services, with modern facilities and technology not usually found in rural community hospitals.

Our Birthing Center, celebrating its 40th anniversary in 2017, is famous for midwife-supported births backed by 24-7 Ob/Gyn expertise. Ten community clinics bring primary and specialty care to families throughout central Vermont, and we offer

a range of specialty services—from sports medicine to orthopedics and oncology.

At our Critical Access hospital we provide 24-hour emergency and inpatient care, a nationally recognized cancer program, and leading technology for testing, screening, and diagnostics. Twenty-five private rooms include two Garden Room suites designed to provide unique end-of-life care to patients and their families. Aging seniors are supported by adult day services (in Bethel and Barre) and the new Senior Living Community in Randolph Center.

Expertise shaped to meet individual needs

When Dr. Elisabeth Nigrini joined Gifford’s staff in 2015 she brought interest and training in high risk obstetrics to the team. She works with our midwives to screen for possible complications and helps women with high blood pressure, diabetes, or those who develop complications during their pregnancy or birth.

“Integrating aspects of high risk care into the services offered by the midwives and Birthing Center nurses allows us to enhance what Gifford does best: one on one personalized care,” she said. “At other small facilities these women would have to travel to a larger hospital for consultations or delivery.”

Our small size and community roots keep us focused on the individual when incorporating new levels of technology and expertise.

“Larger facilities tend to dictate surgical procedures, but I’m able to tailor my surgical approach to meet individual circumstances.” Erickson notes. “For example, we are able to provide noninvasive (laparoscopic) surgery for hernia repair, but I am also trained to use more traditional methods. Laparoscopic surgery may not be the best option—I talk about this with each patient and choose an appropriate treatment plan.”

*“Association of Hospital Critical Access Status with Surgical Outcomes and Expenditures among Medicare Beneficiaries,” Andrew M. Ibrahim MD.



Combining career and family is especially challenging when both parents are medical professionals, but Dr. Elisabeth Nigrini and Dr. Andrew Erickson have found a good balance at Gifford.

They wanted to raise their daughters in a small community, where they’d know the folks at the library or grocery store. Both parents work close to home—Nigrini might deliver a patient by C-section and still be able to visit her daughter’s first grade science class later in the day. And they both value the ongoing connection they are able to have with patients.

“Being a community member and family friend shapes how I work,” says Erickson. “I’m not trying to see how many surgeries I can do in a day, which often happens in academic centers. I want to treat a broad range of conditions and to be with people for the whole process: from birth through end of life.”

Opposite page: Dr. Andrew Erickson performing a laparoscopic surgery. Above: Dr. Andrew Erickson and Dr. Elisabeth Nigrini with their daughters Emily and Charlotte.



MYTH:
WE'RE ONLY
ABOUT MEDICINE

TRUTH:
INDIVIDUAL HEALTH IS LINKED TO
A VIBRANT COMMUNITY.

In November Gifford Medical Center Auxiliary President Margaret Osborn and four other officers drove for three hours in pouring rain to attend an award luncheon in Portland, Me. There the Association for Fundraising Professionals named the Auxiliary “Outstanding Volunteer Fundraiser for 2016,” an annual award that recognizes outstanding skill in motivating groups to raise funds for charitable institutions.

“We were stunned when we first learned that we had received the award because we didn’t even know that we had been nominated!” Osborn said. “The auxiliary has a long history in this community—it was created and has survived because people recognized the importance of our community hospital. We don’t want to lose it.”

110 years of support, and a \$1 million gift

The Auxiliary, founded in 1906, is our oldest community partner and an enduring example of Gifford’s deeply rooted connection to the people we serve. In 2016 they pledged \$1 million to the *Vision for the Future Campaign*—the largest gift in Gifford’s history. This gift was especially impressive because the funds were raised primarily through small-dollar sales of “re-purposed” items at the volunteer-run Auxiliary Thrift Shop.

Over the years generous Auxiliary gifts have affirmed our mission to provide local care and promote community wellness. They have supported major building projects and distributed annual “Wish List” funds for unique hospital department needs. Each year they award nursing scholarships, as well as scholarships for high school students pursuing careers in health-related professions.

The spirit of community engagement the Auxiliary nurtures is as important as their gifts. The Thrift Shop is a welcoming gathering spot where people find friendly conversation as well as clothing and household items. People make a special trip to grab a costume for their child on Halloween, and they line up long

before opening for the famous seasonal “Hunting” or Christmas “New” sales. It also provides opportunities for community members—many of them seniors—who want to be of service. Fifty-five volunteers donated their time and talents to keep the Thrift Shop running in 2016.

Investing in more than clinical care

An economically strong, connected, and involved community has tremendous impact on individual health. We’re committed to using local businesses whenever possible—from farm-fresh food to office supplies and local contractors. Each summer families and staff enjoy gathering on the green beside the hospital for our Summer Concert series and weekly Farmer’s Markets, and in 2016 our annual Last Mile Ride brought nearly 500 riders, walkers, and motorcycle riders to town to support unique services for end of life care.

At Gifford we know that health is about sustaining wellness, not just the absence of disease. Our providers and staff go out into the community to promote activities that help people stay healthy: they attend business health fairs, talk with high school athletes, and visit senior centers with information on skin cancer or foot health. Community members come to us for classes that range from childbirth and new parenting to managing chronic pain, quitting smoking, or losing weight. And we partner with other service organizations to address community health challenges like addiction and chronic disease. Often these efforts inspire individual community involvement as well.

Rochester resident Cynthia Thurston enrolled in a diabetes prevention class after learning she was at risk for type-2 diabetes. After finishing the program she felt better, was 60 pounds lighter, and exercised regularly. The experience was so rewarding that she trained as an instructor and is now teaching the class to other friends and neighbors.

“I benefited and learned so much from this class,” she said. “I really wanted to pass it on to others!”



GW Plastics, an injection molding manufacturer in Bethel, Vt., has an innovative “School of Tech” program that teaches local high school students about careers in advanced manufacturing. Each semester these students travel to Gifford to see how experienced health professionals use the life-saving medical devices designed and manufactured at GW Plastics.

This year Gifford Surgical Nurse Manager Jamie Floyd and Registered Nurse Caitlyn Welch led students through a simulated “surgery in a box” exercise to have students experience the fine motor skills and hand-to-camera expertise surgeons use when performing minimally invasive surgery.

“I think it is an excellent opportunity for students to see a process from beginning to end, including how it works in the real world,” says Floyd.

Opposite page: Auxiliary Thrift Shop volunteer Sarita Berry stocks shelves in preparation for the annual Christmas “New” sale. Above: Surgical Nurse Manager Jamie Floyd and Caitlyn Welch, RN, led students through a simulated laparoscopic “surgery in a box” exercise.

2016 Milestones

FEBRUARY

Long-time Administrator Joseph Woodin announced that he would be leaving Gifford in May to become CEO of the Martha's Vineyard Hospital in Massachusetts. Woodin expressed great appreciation for the relationships he had built during his 17-year tenure.

MARCH

For a third consecutive year, the Menig Nursing Home was named among the nation's very best nursing homes by U.S. News & World Report. Menig, along with seven other Vermont nursing homes, made the list for its "five-star" (the maximum available) rating. Menig was also recognized in 2011 and 2012 and was named among the top 39 nursing homes in the nation last year.

At the 110th Annual Corporators Meeting Administrator Joseph Woodin received a standing ovation for his years of service. Highlights of his accomplishments were shared, including the expansion of Gifford's network of community health centers, the medical center facility, and the creation of Morgan Orchards Senior Living Community in Randolph Center.

Upper Valley Neurology and Neurosurgery (UVNN) specialists in Lebanon, NH opened an office in the Kingwood Health Center. They now see patients there for consultations, and provide surgical treatment and follow up inpatient care locally at Gifford Medical Center.

Gifford was one of four Vermont health centers to receive Affordable Care Act funding to treat substance abuse, especially for people addicted to opioids. Collaborating with the Clara Martin Center, we support a SBIRT (screening, brief intervention, referral to treatment) model of care, and the award will be used primarily to fund additional personnel for this program (a primary care provider with training in substance abuse treatment, a social worker, and supporting staff).

APRIL

Gifford Health Center at Berlin expanded into two separate buildings, a new home for primary care (including Ob/Gyn, and midwifery) and renovated space for specialty care practices (Neurology, Orthopedics, Podiatry, and Urology). The renovated space

includes enhanced lab, X-ray and diagnostic technology services and a fully equipped space for physical therapy services. Popular local Physical Therapist Suzanne "Sam" McCarthy began seeing patients in May.

JULY

The *Vision for the Future* campaign, the largest capital campaign in Gifford's 113-year history, closed in July after raising nearly \$4.6 million. The largest gift of one million dollars was from the Gifford Medical Center Auxiliary, which was especially impressive since the funds were raised primarily through small-dollar sales of "re-purposed" items at their volunteer-run Thrift Shop. The campaign's success reflected a tremendous outpouring of community support for Gifford: more than half of the donors gave gifts under \$250.

The Birthing Center opened on June 23rd and soon after staff welcomed three new babies and their families into a beautiful new remodeled space at the hospital. New features include a large tub room with spa-like comforts for those choosing hydrotherapy or water births, and a fully-equipped modern nursery for infants needing extra care. Families like that they can remain in a single room during their stay and are not moved after their child's birth.

On July 12 Gifford celebrated the groundbreaking for 49 independent living apartments at the Morgan Orchards Senior Living Community in Randolph Center. Planning for the multi-phased project, the largest building project in Gifford's history, began in 2010. The apartments are scheduled to open in August, 2017.

AUGUST

Dan Bennett was named president and chief executive officer, with a starting date of October 3. He worked briefly in Gifford's Accounting Department after graduating with a BS in Accounting from St. Michael's College in 1991 and returns after working and living in Maine for the last 16 years. He brings 17 years of leadership experience in small community healthcare organizations, most recently as chief operating officer at Waldo County Healthcare in Belfast, Maine, a position he held for eight years.

The Last Mile Ride raises more than \$102,000 for end-of-life care, and increasing participation by 20 percent.

NOVEMBER

The Gifford Medical Center Auxiliary was honored by the Association for Fundraising Professionals (AFP) with the Northern New England Chapter's 2016 Outstanding Volunteer Fundraiser. The AFP, which has 230 chapters around the world, presents this award annually to recognize outstanding volunteers who coordinate and motivate groups of volunteers for fundraising projects that benefit charitable institutions.

Licensed Alcohol and Drug Counselor Jennifer Pelletier is hired for a newly-created position supported by federal funding that expands addiction medicine and substance use disorder treatment services. As well as counseling patients, Pelletier works closely with primary care practices on a screening and referral process that identifies patients at-risk for alcohol and substance dependence. Integrating assessment into primary care visits will help patients receive early, more comprehensive care, which can lead to better treatment outcomes.

Gifford performed better than 85 percent of similar facilities nationwide in a 2015 survey on infant feeding practices in maternity care settings, according to the most recent Centers for Disease Control and Prevention's (CDC). Gifford scored 92 of 100 points on the Maternity Practices in the Infant Nutrition and Care (mPINC) survey. Across Vermont the average score was 88, and the national average mPINC score was 79. Nationally 2,582 facilities providing maternity services responded to the 2015 mPINC survey (82 percent).

The National Research Corporation recognized Menig Nursing Home for the highest level of excellence in resident and employee satisfaction in long term care and senior living organizations. Menig was one of 553 long-term care organizations nationwide chosen from more than 5,700 participating providers. Menig has received Excellence in Action Awards eight times in the last nine years.

ANESTHESIOLOGY

Christopher Chinn, MD
 Bernd Dotzauer, MD
 Anthony Fazzino, MD
 Dennis Henzig, MD
 Craig Hofsess, MD
 Jon-Richard Knoff, MD
 Madeline Waid, MD

CARDIOLOGY

Bruce Andrus, MD
 Armin Helisch, MD

CHIROPRACTIC SPORTS MEDICINE

Michael Chamberland, DC
 Steven Mustoe, DC

DENTIST

John Lansky, DDS
 Daniel Oakes, DDS
 Christopher Wilson, DDS

EMERGENCY MEDICINE

Sarah Johansen, MD
 Wayne Misselbeck, MD
 Saul Nurok, MD
 Kevin Rodgers, MD
 Scott Rodi, MD
 Brian Sargent, DO
 William Sargent, MD*
 A. Nicole Thran, MD
 Joshua White, MD

FAMILY MEDICINE

Laura Barber, MD
 Kenneth Borie, DO
 Terry Cantlin, DO
 Marcus Coxon, MD
 Erwin Lange, MD*
 Mark Seymour, DO
 Suzanne Carlisle-Stebenne,
 APRN*
 Christine Chicoine, PA-C*
 Tammy Gerdes, PA-C
 Christina Harlow, APRN
 Mary Labrecque, APRN
 Eva Linden, APRN*
 Jeffrey Lourie, APRN

Rachel Salloway, APRN*
 Rebecca Savidge, PA-C
 Starr Strong, PA-C

GENERAL SURGERY

Ovieto Ciccarella, MD
 Andrew Erickson, MD
 Mario Potvin, MD*
 David Mathies, APRN*

HOSPITALIST MEDICINE

Robert Cochrane, MD
 William "Sandy" Craig, MD
 Melissa Beaudry, PA-C
 Sue Burgos, PA-C
 Sarah Cunningham, APRN*
 Megan O'Brien, APRN
 Fred Staples, PA-C

INTERNAL MEDICINE

Kasra Djalayer, MD*
 Milton Fowler, MD
 Mark Jewett, MD
 Leslie Osterman, PA-C

PSYCHIATRY AND BEHAVIORAL HEALTH HEALTH

James Tautfest, APRN
 Peter Thomashow, MD
 Robert Vaillancourt, LPMA
 Paula Despault, MA, MHC*
 Morgan Dion, LICSW
 Jennifer Pelletier, LADC*

MIDWIFERY

Judith Brock, CNM
 Julia Cook, CNM*
 Susan Paris, CNM
 Kathryn Saunders, CNM
 Alethia Swanson, CNM

NATUROPATHIC MEDICINE

Christopher Hollis, ND
 Erica Koch, ND

NEUROLOGY

Robin Schwartz, MD

NEUROSURGERY

Joseph Phillips, MD*
 Harold Pikus, MD*
 Alyssa Pearl, PA-C*
 Ashley Lammers, PA-C*
 Rebecca Zebo, PA-C*

OBSTETRICS/GYNECOLOGY

G. Brent Burgee, MD
 Elisabeth Nigrini, MD
 Ellamarie Russo-DeMara, DO
 Melissa Scalera, MD

ONCOLOGY

Eswar Tipirneni, MD

OPHTHALMOLOGY

Christopher Soares, MD

OPTOMETRY

Dean Barcelow, OD

ORTHOPEDICS

Stephanie Landvater, MD
 Jayne Collins, PA-C
 Bradford Salzman, PA-C

PATHOLOGY

Cathy Palmer, MD
 Susan Sharp, MD
 Marcia Wills, MD*

PEDIATRICS

Christina DiNicola, MD
 Louis DiNicola, MD
 Elizabeth Jewett, MD
 Joseph Pelletier, MD
 Courtney Riley, MD*
 Ellen Bando, PA-C

PODIATRY AND SPORTS MEDICINE

Nicolas Benoit, DPM
 Jonathan Bjork, DPM
 Samantha Harris, DPM
 Robert Rinaldi, DPM
 Paul Smith, DPM

PULMONARY MEDICINE

Marda Donner, MD

RADIOLOGY

Jeffrey Bath, MD
 Alan Ericksen, MD

SPORTS MEDICINE

Nathaniel Harlow, MD
 Peter Loescher, MD

UROLOGY

Richard Graham, MD

*Indicates providers who joined staff in 2016

2016 MEDICAL EXECUTIVE COMMITTEE

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 Ellamarie Russo-DeMara, DO

VICE PRESIDENT
 Joseph Pelletier, MD

SECRETARY-TREASURER & SURGICAL DIVISION MEDICAL DIRECTOR
 Nicolas Benoit, DPM

PAST PRESIDENT & EMR PHYSICIAN ADVISOR
 Marcus Coxon, MD

CREDENTIALS COMMITTEE CHAIR
 Mark Seymour, DO

PEER REVIEW COMMITTEE CHAIR
 Robert Rinaldi, DPM

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 Scott Rodi, MD

PRIMARY CARE MEDICAL DIRECTOR (INTERIM)
 Lou DiNicola, MD

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 Bert Whitaker, Interim CEO
 Dan Bennett, CEO

CHIEF OPERATING OFFICER
 Barbara Quealy

VP SURGICAL DIVISION
 Rebecca O'Berry

VP PATIENT CARE SERVICES
 Alison White

DIRECTOR QUALITY/RISK
 Monica Boyd

DIRECTOR OF NURSING
 Jessica Ryan, RN

Volume totals for services

	2016	2015
Inpatient admissions	1,672	1,700
Short stay or same day admissions (outpatient)	1,171	1,164
Other outpatients	69,549	79,071
GRAND TOTAL	72,392	81,935
Total patient days of care	18,790	19,073
Average daily census (hospital and nursing home)	51.5	52.3
Average length of stay in days (acute patients)	3.8	3.8
Births	183	192
Surgical procedures	2,059	2,058
Emergency treatments	7,855	7,780
Endoscopies	926	763
Cardiology exams	3,361	3,144
Respiratory care	11,218	11,875
Laboratory procedures	158,526	152,016
Radiology procedures (not including CT and MRI)	26,498	21,711
CT scans	3,573	2,725
MRI	1,460	1,327
Radioisotope procedures	507	471
Physical therapy procedures	33,320	29,941
Number patient meals served	60,357	60,372
Physician offices visits	91,475	90,850

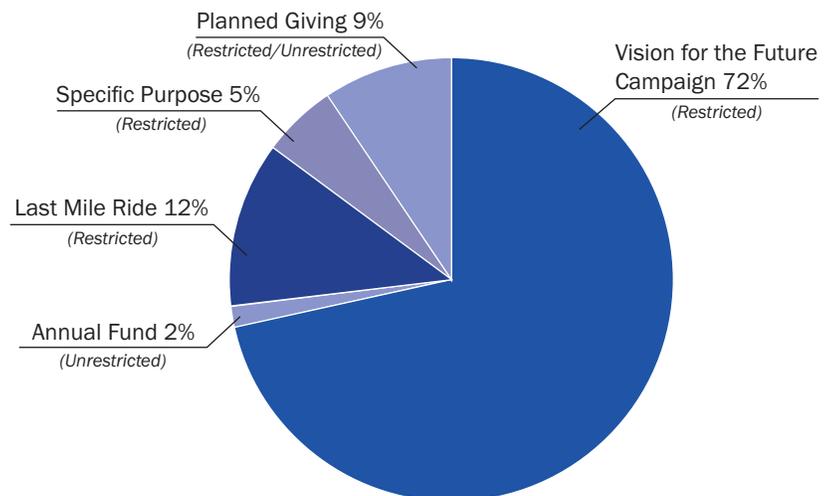
Admissions and visits by top 20 towns

	Inpatient	Outpatient	Total
Randolph/Braintree	570	22,523	23,093
Bethel	150	6,963	7,113
Royalton	91	5,468	5,559
Chelsea	117	3,230	3,347
Northfield	72	2,523	2,595
Tunbridge	49	2,117	2,166
Rochester	74	2,582	2,656
Barre	83	2,682	2,765
Brookfield	52	2,161	2,213
White River Junction	2	1,575	1,577
Sharon	17	1,473	1,490
Williamstown	36	1,560	1,596
Montpelier	42	1,232	1,274
Stockbridge	8	1,033	1,041
South Strafford	2	355	357
Hancock	19	502	521
Norwich	-	619	619
Strafford	-	369	369
Roxbury	16	689	705
Pittsfield	15	378	393
Other VT towns	217	8,963	9,180
Other states	40	1,717	1,757
Other countries	-	6	6
GRAND TOTAL	1,672	70,720	72,392

Giving Statistics

Gifford’s success would not be possible without the support of our friends. Donors invest in a variety of funds, including Gifford’s general fund, specific purposes like education and senior services, and the Last Mile Ride. The pie chart shows the categories donors supported in 2016. Together we’re ensuring high-quality, compassionate health care is available to everyone in our community.

Categories of giving by type



Balance Sheet

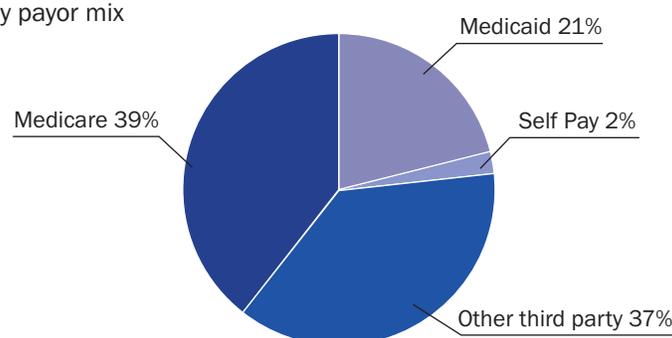
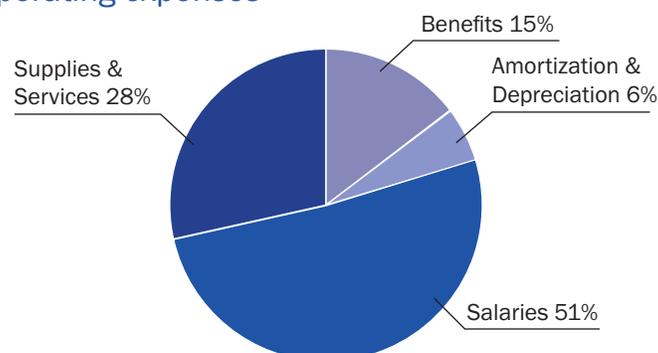
Years ended September 30, 2016 & 2015	2016	2015
CURRENT ASSETS		
Cash and cash equivalents	\$2,932,437	\$5,428,435
Short-term investments	2,113,059	1,403,381
Patients accounts receivable, net	8,880,563	9,455,871
Estimated third-party settlements	-	-
Other receivables	266,250	720,919
Supplies	1,340,222	1,266,698
Prepaid expenses	1,446,942	1,400,528
Current portion of pledges receivable	489,236	208,080
Total current assets	17,468,709	19,883,912
ASSETS LIMITED AS TO USE		
Internally designated for capital acquisition	20,765,970	20,099,916
Held by trustee under indenture agreement	-	2,003,897
Long-term investments	8,358,557	7,729,712
Total assets limited to use	29,124,527	29,883,525
PROPERTY AND EQUIPMENT, NET	42,889,323	38,878,139
OTHER ASSETS		
Bond issuance costs, net	137,125	163,665
Pledges receivable, excluding current portion	150,735	274,347
Other assets	201,567	59,216
Total other assets	489,427	497,228
Total assets	89,971,986	89,092,804
CURRENT LIABILITIES		
Accounts payable	3,736,822	3,930,301
Accrued expenses	6,245,208	7,021,518
Estimated third-party payor settlements	631,786	1,216,326
Current portion of long-term debt	592,832	584,781
Other	88,377	109,681
Total current liabilities	11,295,025	12,862,607
Deferred annuity, excluding current position	414,606	471,948
Long-term debts, excluding current portion	19,533,686	20,178,031
Interest rate swap agreement	3,878,971	3,181,506
Long-term deferred compensation	-	-
Total liabilities	35,122,288	36,694,092
NET ASSETS		
Unrestricted	52,473,839	50,433,465
Temporary restricted	1,126,996	836,707
Permanently restricted	1,248,863	1,128,540
Total net assets	54,849,698	52,398,712
Total liabilities and net assets	89,971,986	89,092,804

Statement of Operations

Years ended September 30, 2016 & 2015	2016	2015
WHERE THE MONEY COMES FROM		
We billed for services to inpatients	35,074,574	\$32,885,251
We billed for services to outpatients	96,404,483	88,336,505
We had other operating revenue of	5,362,683	5,744,589
Total operating revenue	136,841,740	126,966,345
BECAUSE WE DID NOT RECEIVE FULL PAYMENT FOR AMOUNT BILLED		
From those unable to pay (charity care based on charges)	436,809	374,844
From Medicare and Medicaid	47,510,952	42,142,438
From other contracted payors	14,191,583	14,047,480
To allow for those patients who are unwilling to pay (bad debt)	3,400,723	2,486,517
Therefore we wrote off	65,540,067	59,051,279
OUR NET REVENUE WAS	71,301,673	67,915,066
WHERE THE MONEY GOES		
To pay our employees salaries and benefits	46,723,402	42,133,530
To purchase supplies and services	19,271,866	18,001,584
To allow for wear and tear on buildings and equipment	4,114,398	3,766,953
To pay for utilities	1,192,045	1,287,88
To pay for interest on our outstanding debt	740,572	873,918
OUR TOTAL EXPENSE WAS	72,042,283	66,063,873
THIS PROVIDES US AN OPERATING REVENUE OF	(740,610)	1,851,193

Percentage of revenue

by payor mix

**Operating expenses**

Message from the Development Director



Development Director Ashley Lincoln sits with some of the quilts, purchased with funds raised through the Last Mile Ride, that are given to patients receiving end of life care at Gifford.

In 1903 a young ambitious Dr. John Pearl Gifford created Vermont's ninth hospital, bringing local care to neighbors and friends in Randolph. After two years the overwhelmed doctor contemplated closing his small hospital, but community members rallied to raise the \$7,500 needed to keep it open. For more than 113 years our community has continued to generously support our mission and sustained growth—just last July we celebrated a successful *Vision for the Future* capital campaign that raised more than \$4.6 million to support construction of the new Menig Nursing Home, private inpatient rooms, and a renovated Birthing Center.

I love sharing Gifford's story, and telling people about the magic that continues to happen every day in our clinics and nursing home. Our donors seldom get to see how their gift impacts a patient's life, or hear their expressions of appreciation. I am lucky to share the stories and to be a part of making wishes come true.

On the following pages we list the names of donors who generously supported Gifford in 2016. These gifts allow us to provide compassionate individualized care and to offer a range of services close to home. Hospitalized patients heal in spacious, private rooms. Baby quilts are gifted to babies born in the Birthing Center. Young nursing students acquire the necessary skills to excel in their profession.

Last year we had record-breaking participation in our 11th Last Mile Ride and surpassed our fundraising goal of \$100,000. These funds help us to fulfill unique and special patient requests. Last Mother's Day we transformed our courtyard garden into a wedding venue so a young couple could share their special day with a grandmother receiving end-of-life care.

We are so grateful and honored to be working with you to make a difference in the communities we serve. Your ongoing generosity inspires and motivates every one of us to do better every day.

Thank you!

Employee Awards

Gifford's care is special because of the people who work here.

Each year we hold an Employee Awards ceremony to recognize staff members for their dedication and years of service.

This year the following individuals were honored at a banquet held at the Three Stallion Inn (employees are recognized for every five years of service).

Congratulations, and thank you!

5 YEARS

Amanda Beattie
Monica Boyd
Amy Brown

Sharon Sault
Renee Shaw
Robert Thomas

15 YEARS

Nathon Bump
Janine Burr
Ruth Dorain
Timothy Eberhardt
Jane Glick
Dr. Richard Graham
Susan Henderson
Kristy Kimball
Keith LaCroix
Francis Landry
Ann Mason

John Caruso
Brooks Chapin
Daniel Dube
Jeffrey Hebert
Ashley Lincoln
Katrina Lumbra
Rebecca McShane
Ramona Parker
Jennifer Stratton

20 YEARS

Leslie Papa
Kerrie Patrick
Sean Patrick
Andrew Roy
Frances Staples
Bonnie Solley
Jennifer Watkins
Caitlyn Welch

Tabitha Blanchard
Dr. Marcus Coxon
Marion Currier
Loretta Cushing
Jane McConnell
Melissa McPhetres
Kathryn Owens-Martin
Janice Rogers

10 YEARS

Pauline Barrett
Mary Borie
Eileen Chase
Heather Cochran
Mark Coletti

25 YEARS

Theresa Hodgdon
Catherine Mollica
Dorothy Thurston

30 YEARS

Diane Everett
Mary Ferriter
Ralph Herrick
Rebecca Johnson
Kathy Kelty

Bruce Jacobs
Linda Minsinger
Jane Stone

40 YEARS

Dr. Stephanie Landvater
Linda Marineau
Laurie Marshall
Beth Osha
Brandie Porter

45 YEARS

Marilyn Sargeant





Gifford

PO Box 2000, 44 South Main Street
Randolph, VT 05060

Gifford... in a community near you!

[Bethel Health Center & Gifford Adult Day](#)

1823 VT Rte. 107, Bethel

[Chelsea Health Center](#)

356 VT Rte. 110, Chelsea

[Gifford Health Center at Berlin](#)

82 East View Lane, Berlin
2418 Airport Road, Suite 1, Berlin

[Gifford Medical Center](#)

44 S. Main St., Randolph

[Gifford Primary Care](#)

44 S. Main St., Randolph

[Kingwood Health Center](#)

1422 VT Rte. 66, Randolph

[Morgan Orchards Senior Living Community](#)

215 Tom Wicker Lane,
Randolph Ctr.

[Project Independence](#)

81 N. Main St., Suite 1, Barre

[Rochester Health Center](#)

235 S. Main St., Rochester

[Sharon Health Center](#)

12 Shippee Lane, Sharon

[Twin River Health Center](#)

108 N. Main St., White River Jct.

[Advance Physical Therapy](#)

331 Olcott Drive - U2, Wilder