



Redefining Rural

ANNUAL REPORT

2023



Gifford Health Care

Gifford Health Care 2023 Annual Report

Contents

Message from Leadership.....	>
Feature Stories.....	1
2023 Highlights.....	10
Donors	14
Statistics	20
Financial Statement.....	21
Employee Anniversaries	22

For More Information

To learn about the many ways you can support Gifford, including volunteering, please contact:

Ashley Lincoln
VP of Development
and Public Relations
(802) 728-2380
alincolin@giffordhealthcare.org



Dan Bennett, President and CEO, Vic Ribaldo, Board Chair

A Message From Our Leadership

We're at a unique reflection point in our health care system in Vermont.

As we focus on the future and how we continue to meet patient needs, we are reminded of the value we have long provided our local communities. While change is inevitable and necessary, we also need to preserve what is good and essential: access to care, close to home, something Gifford has provided our region for nearly 120 years.

We are committed to providing that access locally, with the type of services, both primary care and specialty, that are appropriate for small, rural clinics and hospitals. Because access is impacted by geography and demographics—it's not easy for many in our patient population to travel to Montpelier or Lebanon—we are doing what we can to preserve their services here, where they call home. Our community's continued support is vital to helping us follow through on that commitment, and as we work with the Green Mountain Care Board and initiatives like Act 167 focused on health care reform. Rural does not mean less than. Rural does not mean our patients are less deserving of services offered in more populated areas.

We have a lot of work to do, in general, to preserve the features of a rural lifestyle that so many of us desire—and that so many of our colleagues talk about in our lead story here, in our 2023 Gifford Health Care Annual Report, *Redefining Rural*. That includes access to high-quality health care for generations to come.

Thank you for supporting Gifford. We wish you the best in 2024 and hope to see you soon.

In gratitude,
Dan Bennett, President and CEO
Vic Ribaldo, Board Chair

Redefining Rural

What does living, working, and providing health care in our corner of Vermont look like? There's no one who can answer that better than our team members.

The Oxford dictionary defines rural as “in, relating to, or characteristic of the countryside rather than the town.” Similar words include country, pastoral, rustic, bucolic, agricultural. Rural areas typically have low population density, small settlements, farms, forests, or wide-open spaces.

Rural also means home. For those us who've chosen to make our lives here in Vermont, it reflects a decision, or many decisions, about where we want to be. Work. Raise our children. Spend our free time.

Still, rural life can be tough, and tough on the body. According to the Centers for Disease Control and Prevention (CDC), rural Americans are at greater risk of death from heart disease, cancer, unintentional injury, chronic lower respiratory disease, and stroke. “Some rural areas have characteristics that put residents at higher risk of death, such as long travel distances to specialty and emergency care or exposures to specific environmental hazards. ... Rural Americans tend to have higher rates of cigarette smoking, high blood pressure, and obesity. ... They also have higher rates of poverty, less access to health care, and are less likely to have health insurance.”

Providing health care in rural areas—where 46 million Americans live, by the way, about 30,000 of whom are in Orange County, Vt.—takes a uniquely qualified and committed person. Someone who still wants to work in health care in this post-emergency-but-still-pandemic world. Someone with the skills and training. But also someone drawn to the lifestyle (outdoorsy, farm-to-table) who's not put off by the challenges (mud season, isolation, no Chipotle). Someone who appreciates long winters, all things maple-infused and craft-brewed, knowing their neighbors, and helping their neighbors.

We have a lot of those someones here at Gifford. In a recent employee survey



Above, Vermont native and longtime Gifford nurse Jamie Cushman shares her knowledge and depth of experience as a nurse educator. At home, right, Jamie and her family own and operate a farm that produces pork, chicken, handcrafted goat milk soap and more on their Barre, Vt., property.



with 114 respondents, 53 percent of colleagues told us they live on a dirt road; 61 percent have tapped a maple tree; 61 percent make/grow/raise veggies, eggs, meat or other items for their families or to market; 98 percent told us they enjoy the outdoors. Ninety-one percent can identify a favorite green mountain, with 27 percent of respondents picking Camel's Hump.

We're a pretty even split between

Vermont natives and transplants, including those of us who followed a job here.

Or two jobs, like the Heneyes, Drs. Jessica and Ryan, who in October 2023 joined our Primary Care team, Jessica in Randolph and Ryan at Bethel Health Center. Both Heneyes, who describe themselves as mission-driven, were drawn to Gifford's size and community.

(continued on next page)

Gifford Health Care 2023 Annual Report

Redefining Rural (continued from previous page)

“Gifford reminded me of where we did our training,” says Jessica. “I was really looking for that after being at a large center where no one knew anyone. Gifford feels very familiar. We also talked to people who work here, some of them for decades, and they obviously love it.”

So what does living, working, and providing health care in our corner of Vermont look like? There’s no one who can answer that better than our team members. They each have a different, inspiring story. They are redefining rural, and in late 2023 we launched a [campaign](#) of the same name to share their stories. We provide a glimpse of their work life but also look at their lives outside Gifford and what keeps them motivated on challenging days.

We’ve heard from Jamie Cushman, a Vermont native and longtime Gifford nurse who now shares her knowledge and depth of experience as a nurse educator. At home, Jamie and her family own and operate a farm that produces pork, chicken, handcrafted goat milk soap and more on their Barre, Vt., property.

And Nadine Nelson, another longtime nurse who currently serves as director of nursing at Menig Nursing Home. Nadine, who grew up far south of the equator and never experienced snow until she was 18 years old, thrives on our Green

Mountains in all seasons, shredding the trails with the tires of her fat bike.

Next up is Matthew Bouteiller, a physician assistant in our Emergency Department who in his downtime can be found playing guitar with his band, Radio Bear, or making his way down the slopes of Saskadena Six with his favorite wee skier, daughter Esme, 3.

We’re learning from our colleagues that, while we each appreciate different things about our lives in Vermont, there are common themes—community, clean air—that unite us in our appreciation:

“The calm, rural atmosphere of central Vermont,” says Marie Kittel, a receptionist in Patient Registration.

“Supportive community and connectedness,” says Dr. Milt Fowler.

“The people, the quiet, the outdoors, Gifford :-), all the seasons,” says Erica Schleif, LCMHC, mental health therapist and clinical coordinator for psychiatry and counseling.

“Peaceful, beautiful, great place to raise a family, availability to the outdoors. People work toward a common goal, not just

themselves,” says Jane Tulloh, radiology technician.

“I love the wholesome, dependable life here! Food is primarily sourced locally, people enjoy and thrive in the outdoors, and there are so many outdoor activities year-round,” says Cassidy Norton, RN, a nurse in our Birthing Center.

“I love the clean fresh air. I love the sense of freedom while walking through the woods or open fields. I love the mountains. And the ‘Vermont way of life,’” says Jessica Blaise Cameron, office representative at Strode Independent Living.

“The seasons, rural landscape and the people—neighbors become friends and those who’ve been neighbors for generations are like family,” says Kathleen Paglia, MSN, RN, nursing house supervisor.

And then there’s Quinn McDonagh, RN, who’s relatively new to the team. Quinn, a recent graduate of Vermont State University, worked on Med Surg before achieving her goal of working as a nurse in our renowned Birthing Center. We recently spoke with Quinn about why she decided to make a career in nursing when nationwide we are seeing a nursing shortage, why she chose Gifford, and how she marries her professional life with her other life, her life outside Gifford.

“This is technically a second career—for many years I worked in hospitality, events, restaurants, and even sales,” says Quinn, who lives in East Montpelier with her husband, Markus, and two rescue puppies. “Most of my dearest friends from nursing school were also all joining nursing as a second career. It’s not too late!”

“I come from a family of nurses on my father’s side, and they



*Menig Director of Nursing
Nadine Nelson gets ready
to ride after work.*



Nurse Quinn McDonagh

While national data tell us that rural Americans have “less access to health care,” and therefore experience higher mortality rates, our team is here, providing access, sometimes short-staffed but always committed.

for years have told me that I should become a nurse,” she says. But “it wasn’t until after my mother’s leukemia diagnosis that I became her caretaker. After her passing, I was between jobs, my aunts and uncles approached again saying that I should really consider it. I started taking courses that next month.”

As a student, during her clinical rotation at Gifford, Quinn “felt incredibly supported by the staff. That continued on through the rest of my orientation and during my transition into independent practice.”

To anyone who’s just starting out in nursing school, or considering nursing but unsure of the path forward, Quinn has this advice: “Nursing is a lot of hard work. It doesn’t stop at nursing school and the [national exam]. The clinical skills that you obtain are a vital and necessary part of the job, but not entirely. The care, compassion and empathy for your patients, to me, is a crucial aspect. People are often their most vulnerable when in the hospital, and being a strong supportive presence can really alter a person’s experience and overall health. Having a connection with your patients and having a positive effect on their life is an incredibly important part of nursing care.”

Away from work, in her downtime, Quinn enjoys crafting, travel, and music. She and Markus are in a cover band and play a few gigs a year.

“Most often you can find us playing, just the two of us on the couch, or around a fire with friends, him on

the guitar, me singing,” she says. “We love traveling both internationally and domestically. Seeing the world really helps me appreciate what we have here in Vermont.”

While national data tell us that rural Americans have “less access to health care,” and therefore experience higher mortality rates, our team is here, providing access, sometimes short-staffed but always committed.

As our population ages, the demand for our team’s essential service only increases. In looking at data comparing 2010 with 2021, published by the [Vermont Legislative Joint Fiscal Office](#) in January 2023, “the sharp increase from 10.5 percent to 16.4 percent in the share of the population that is ages 65 to 79 suggests greater demand for services that help older people thrive—housing, transportation, health care, and the like. As that population ages over the next ten years, the demand for those services will rise.”

Redefining Rural is dedicated to our team members, team members who are also neighbors, friends, and patients. Because they show up, each and every day, to work in areas ranging from Environmental Services to General Surgery, Gifford continues a more than century-old tradition of excellence in rural health care. We thank them for choosing Vermont, for choosing Gifford, and for redefining what it means to live and work here. 

giffordhealthcare.org/redefining-rural

Wrapped in Services

“It’s incumbent upon us to be really strong partners and make sure that we’re meeting the needs of the people we serve.”

Meat people where they are. More than a catchphrase, this strategy of connecting with individuals in a way that’s effective for them lies at the heart of the way many of us work, particularly those of us who serve or care for others as our vocation. It can mean physically where they are, or in terms of connecting with their background, knowledge or experience, and it’s a common theme we hear when we ask providers about their philosophy of care.

Take this example, presented by Warren McDermott, DNP, who joined our Primary Care team in November 2023: “Building rapport with patients is incredibly important, aligning with their values and goals,” says Warren as he describes helping patients make long-term behavioral changes, such as smoking cessation. “This helps to get buy-in for changes and reduces the risk of wasting our time and their time. Together we make sure we’re focusing on things they actually care about.”

Greater Gifford similarly focuses on the things our patients and community really care about, by listening. In September 2023, Gifford continued its annual Community Listening Tour with stops in Chelsea, Randolph, Rochester, and South Royalton, Vt. Along the tour, leaders from Gifford invited partners Capstone Community Action, Clara Martin Center, and Tri-Valley Transit to share information about their programs and services and hear feedback from residents.

Among those on hand was Melanie Gidney, executive director for Clara Martin Center, a nonprofit based in Randolph that provides acute and long-term behavioral health care services throughout the greater Orange County area. The center serves children, families, and individuals coping with mental health challenges, emotional

stress, mental illness, alcohol and other substance-use problems.

Gidney and her colleagues meet people where they are: sometimes in an office setting but often in schools and private homes; with transportation; in meeting day-to-day needs, such as grocery shopping for healthy foods or doing laundry; and in keeping them wrapped in services and care through connection with other partners, like Gifford.

We recently caught up with Gidney to talk about her agency’s role in our community, our partnership, and what she sees as a critical component of that partnership: care coordination.

“Care coordination is essential—the left hand and the right hand need to know what’s going on to best serve folks,” she says.

Gifford and Clara Martin coordinate care around medication-assisted treatment, nursing to address complex medical needs, and managing chronic care conditions to include involvement of primary care providers where necessary.

Gidney expanded on the need for coordination in the context of prevention.

“We have staff who are connected with Gifford care coordinators and communicate about high-needs, high-risk clients, those we serve that Gifford also serves, some of whom end up in the Emergency Department, and what can we do to prevent that level of care need and help these individuals be more successful in the community.”

Gidney touched on several other ways Gifford and Clara Martin connect: by sharing physical space at the Chelsea Health Center—a model for co-location and collaboration, where we can guide

“warm handoffs, making sure people don’t fall through the cracks”; by ensuring Clara Martin clients are able to access the fresh fruit and vegetables available through Gifford’s monthly VeggieVanGo program; and generally by taking a whole-health approach, utilizing the strengths of each organization for the betterment of community members.

That starts with leadership.

“We have a very strong relationship,” says Gidney, describing her collaboration with Gifford President and CEO Dan Bennett. “I know who Dan is. I feel like I can call him and that we can work together to address issues in our very rural area, of which we are the two leading health care entities. It’s incumbent upon us to be really strong partners and make sure that we’re meeting the needs of the people we serve, and that we stay in our lanes of specialty.”

That high-level collaboration extends beyond Bennett, to include quarterly senior leadership meetings between the two organizations to discuss issues facing our community, meetings that ramped up during COVID and continue today.

“Our missions are similar but allow us to be specialists in our necessary areas, and to use those specialties to the best of our ability to meet the changing needs of our community,” says Gidney.

Accessibility is key to meeting the care needs of a community, a theme touched on time and again during Gifford’s Community Listening Tour, and the demand for mental health and substance-use services has only amplified since COVID. Clara Martin Center is in the early days of a special program to meet that increased demand with same-day treatment.

(continued on next page)

“The acuity, the challenges people are facing are more difficult, more complex, and we need to do a better job at meeting that need,” says Gidney. “We know that when somebody needs mental health or substance-use treatment, the earlier you can engage them when they’re asking for help, the more likely they are to be successful in treatment.”

To that end, Gidney and her team have been working on a grant-funded initiative that enables the center’s clinicians to provide same-day access, same-day assessment—no appointment necessary—several days a week at locations throughout their catchment area, including Randolph.

“We’re trying to eliminate that [accessibility] barrier and let people just walk in,” says Gidney. “This program provides better access, easier access, and we’re really meeting them when they’re ready and able to engage.”

More Action to Address Barriers

Like Clara Martin Center, longtime Gifford partner Capstone Community Action participated in Gifford’s 2023 Community Listening Tour. The organization, which serves low-income residents, likewise has partnered with Gifford in a variety of ways over the years, in terms of direct service but also as part of broader community efforts.



“We have worked with Gifford staff to serve mutual participants, provide community suppers, served on community networking teams to address homelessness and systems service issues, and shared outreach around services offered through both organizations,” says Capstone’s Linda Anderson, director of family and community support services.

Capstone’s work in the community intersects with Gifford by providing services to support individuals’ basic needs that directly and indirectly impact health outcomes. This includes rental housing counseling for individuals who are homeless or at risk of homelessness; support to access food; energy assistance and weatherization services; and Head Start and Early Head Start, programs that help families connect to dental and health care for their children, and more.

“All of these services support the health and wellbeing of individuals, many of whom are served through Gifford,” says Anderson.

Improving access to care is top of mind for Capstone, too.

In addition to making referrals to Gifford for health care and substance-use treatment, Capstone’s Early Head Start program helps families access health and dental services.

And Community Rides Vermont, a pilot program that began as a Capstone initiative, provides transportation to low-income community members on a sliding scale.

The latter, for example, “can support people getting to appointments at Gifford’s services in the Berlin area,” says Anderson.

Another Gifford partner, nonprofit Tri-Valley Transit (TVT), shared the mic during the Community Listening Tour to discuss transportation.

“We really appreciate the support and involvement that Gifford provides,” says TVT Community Relations Manager Mike Reiderer. “Being a part of community conversations and working together to address challenges is key to providing the best services possible in our community, and Gifford has been a wonderful partner with us for many years.”

“TVT’s public bus routes serve Gifford’s Randolph-based locations, including Strode Independent Living, Menig Nursing Home, and Kingwood Health Center, in addition to [Gifford Medical Center] being one of our most utilized stops on our local routes.”

In addition to its bus service, TVT provides Dial-a-Ride throughout our region.

“TVT’s Dial-a-Ride program provides door-to-door transportation for eligible residents living in our Orange and Northern Windsor County service area, including residents over 60 years old, people with disabilities, and Medicaid members who qualify for transportation assistance,” Reiderer says. “These programs offer additional access to Gifford’s clinics in Bethel, Sharon, Chelsea, and Rochester.”

While TVT has a clear, literal focus on getting people where they need to go, all Gifford partners share a commitment to breaking down barriers and connecting our community with care and services to optimize their health and wellness. It’s long been who we are—Gifford since 1905, Capstone Community Action since 1965, Clara Martin Center since 1966, and Tri-Valley Transit (formerly Stagecoach) since 1976. Together, in 2023 and beyond, we are meeting people where they are, wrapping them in services, and strengthening our community.

For more information about our partners, visit:

claramartin.org

capstonevt.org

trivalleytransit.org 

Health and Technology

2023 was largely consumed with preparation for and integration of a new electronic health record (EHR) and single Gifford Patient Portal.

The intersection of technology and health care has long benefitted the patient, from use of diagnostic imaging tools like MRI and CT scans to heart rate monitors. Now, health information technology (HIT), on the recordkeeping side of health care and involving the processing, storage, and exchange of health information in an electronic environment, likewise has the potential to revolutionize health care.

According to the U.S. Department of Health and Human Services, “widespread use of health IT within the health care industry will improve the quality of health care, prevent medical errors, reduce health care costs, increase administrative efficiencies, decrease paperwork, and expand access to affordable health care.”

Here at Gifford, 2023 was largely consumed with preparation for and integration of a new electronic health record (EHR) and single Gifford Patient Portal—[go-live](#) was in October—replacing the previous hospital and clinic portals and providing patients with greater flexibility in accessing their health information and other resources. The new system, Meditech, is used at Gifford Medical Center and in all Gifford clinics across the region.

Vice President of Support Services Doug Pfohl, who took the lead on the EHR transition, told our local paper, *The Herald*, “We couldn’t have had a better start.”

“The change to a new records system, besides cutting down on complexity,” reported *The Herald*, “also gives a single place for Gifford leaders to look at vast amounts of data and try to discern where the organization’s efforts are really working and where they are not.”

“Where are we seeing the most patients, where are we helping the community most? Population health is a big component to this upgrade,” said Pfohl. “We can narrow down now a lot of information ... so we can see the similarities within our community and then help direct where we should be focusing the care that we provide.”

CHQR Badge for Achievement

A few months after launch, the Health Resources & Services Administration (HRSA) presented Gifford a 2023 Community Health Quality Recognition (CHQR) badge for achievement in Health Information Technology. To earn its CHQR badge, Gifford met the following criteria: adopted a new EHR system, offered telehealth services, exchanged clinical information online with key provider health care settings, engaged patients through health IT, and collected data on patient social risk factors.

“Your health center’s efforts are central to advancing a model of coordinated, comprehensive, and patient-centered care,” said HRSA Associate Administrator James Macrae in a letter announcing the CHQR badge. “Thank you for your commitment to providing quality primary health care services to your community.”

“Our new electronic health record is a great step forward for Gifford and our patients,” said Gifford President and CEO Dan Bennett. “This Community Health Quality Recognition badge from HRSA recognizes that, and shines a light on the good work of our colleagues who saw us through this transition to advance access to health information for our community.”

Provider Perspective: Q&A with Hospitalist Michelle Wade

Here, Michelle Wade, APRN, a hospitalist at Gifford Medical Center who from the early days of the EHR project (dubbed SOLE, or System Optimization to Leverage Evidence Based Practice Learning) has served on its Core Team, offers her perspective on the change in systems.

How is the new EHR a step forward for Gifford providers/staff? Patients?

It’s brought three EHRs into one. We now have the Emergency Department, the inpatient world, and the outpatient world all in a single EHR. It’s a patient-safety, patient-first documentation system now where providers don’t have to take time to go look in multiple systems to try to understand what’s going on with their patient.

Likewise, it’s a step forward for our patients, in the sense that they now have only one portal instead of the two, one for the inpatient world and one for the outpatient world, that they’d previously had to use.

Ultimately, when we finish optimizing everything, it’s also going to provide the ability for our patients to do a lot of the necessary but sometimes tedious paperwork and questionnaires prior to coming in for their appointments, which is going to help provide extra face-to-face time for patients with their providers, and that access is what it’s really all about.

Did you learn anything surprising/interesting in preparing for the transition? During the transition? In the aftermath?

One thing we learned was that there were different



Above, staffers Erin Tortolano, Careen Floyd, and Eva Linden collaborate on the EHR transition. Right, Michelle Wade speaks with the team on Howell Pavilion.



functions going on within the existing EHRs at our outside clinics, versus here in Randolph, versus what went on in the inpatient world, that we were actually further apart than we thought we were. There were a lot of silos. We identified areas that needed to be consolidated, refined, and streamlined to better serve our providers, and therefore our patients.

Also, in preparing for the transition, I don't think people fully understood what a big change it would be for our providers, nursing, front-office staff, accounting and billing, materials management, or for our OR and Birthing Center, areas that were using a lot of paper.

With such a big change across our organization, of course there are challenges. Our core team continues to examine how best we can support our staff and providers as they work in the new system. In my provider champion role, I'm here to support providers with the little day-to-day nuances. For example, being stuck on a certain screen and not knowing what to do next. I might be able to help with that really quickly and simply because I work in the system, or I might be able to say, hey, that's a Meditech problem.

We also have a new clinical informatics provider position, who closely understands the challenges associated with record-keeping for our outpatient world.

How is the EHR customized for Gifford?

Meditech is very customizable. During the building phase, we brought in each of the specialty departments, representation from Primary Care, representation from the front offices, representation from nursing and the ED, really every department, and had them look at what the system was out-of-the-box and determine whether or not they felt Meditech would work well here at Gifford. We also considered our uniqueness: being in a small community yet having a large FQHC [Federally Qualified Health Center] with clinics spread across multiple locations.


We were able to tweak and change things within the EHR to make it work for our structure, but also be an improved system that is financially more interconnected. This was significant, a driving force when we left the multiple EHRs to go to one as we needed a better accounting system and better tangibility on billing and coding. Meditech gives us that.

How can the EHR be optimized?

We are currently in the stabilization phase. Once we're done with stabilization, we will look at optimization—those things that make your workday easier, those things that make a provider's access to patients quicker because we've changed a screen to meet the provider's need.

It's going to be setting up those extra, most-frequently-used features or functions, and having somebody with skill within the EHR come around and spend time in your office and say, if you now have to click here, here and here, the next time you want that, it'll be just one click and you have it. Optimization is also where we can add things that we did not include in the original build, outside of the patient safety- and finance-related items that we're finetuning now during stabilization.

Anything else you want to tell us?

We're continually improving. We share periodic updates with our team to communicate what things are going well, what perhaps isn't going as well, and how we're addressing issues. This is an evolution, one that benefits our patients and Gifford. 



Specialized Care Close to Home

At a time in the United States when “60 million rural residents have limited access to orthopedic care due to a small rural orthopedic surgery workforce” (*National Library of Medicine*, 2021), Gifford continues to invest in [orthopedics](#). In October 2023, orthopedic surgeon Dr. Douglass Weiss joined our team, seeing patients at Gifford Specialty Clinics in Randolph and at Sharon Health Center.

What drew this skilled surgeon, who most recently provided care as a commander with the United States Navy, to small-town Vermont? Our community focus and commitment to providing a standard of care that cannot be compromised because of our zip code.

“I’ve had great opportunities over my career,” said Weiss, who also serves as a team physician with USA Hockey. “I spoke with the staff and administration here, and I felt it was a good fit. Gifford’s mission is in line with my goals of helping people. And I’m from New England, am familiar with this area, and prefer a community-minded hospital like Gifford.”

Gifford has a long history in central Vermont, well over a century. Our core reason for being is to provide access to high-quality health care, including specialty services like orthopedics, to those who live here. That accessibility is key, especially as demand for services increases as our rural population ages and becomes more vulnerable.

(continued on next page)

“The aging process is associated with an elevated risk of multiple chronic health conditions” (*National Library of Medicine*, February 2023), and therefore older adults have greater need for chronic management services, specialist services (from cardiovascular medicine to rehabilitation therapy), “and services for mental and psychological distress that usually coexist with chronic physical conditions.”

Here at Gifford, that need for specialized care is met with a dedicated team and locations in Randolph, Berlin and Sharon providing comprehensive services, including general surgery; orthopedics; podiatry; cardiovascular medicine; urology and urogynecology; neurology; OB/GYN; oncology; rehabilitation therapy, including physical, occupational and speech therapies; advanced diabetes care; and radiology.

It’s widely acknowledged that long wait times and inadequate access to specialty care and chronic disease management services adversely impact health outcomes for older people in rural America. By continuing our commitment to offering these services, close to home for our patients, we alleviate physical barriers—e.g., long distances to tertiary hospitals, lack of adequate public transportation—to receiving care.

Patient Perspective

In fiscal year 2023, the team at Gifford performed 1,992 surgical procedures, up 358 from the previous year. One of those procedures was a joint replacement for Dan Bennett, Gifford’s president and CEO, who in November shared his experience with all-staff in his biweekly, internal Monday Morning Memo. “My message today is personal,” he wrote. “Like many of you, I not only work at Gifford, I receive care as a patient. And last week, thanks to Dr. Alex Orem and our skilled orthopedics and surgery teams, I received a new hip.”


This was Bennett’s second hip replacement at Gifford—his first was in 2019—and both experiences reinforced for him a simple fact, he said: “We have an exceptional team here at Gifford.”

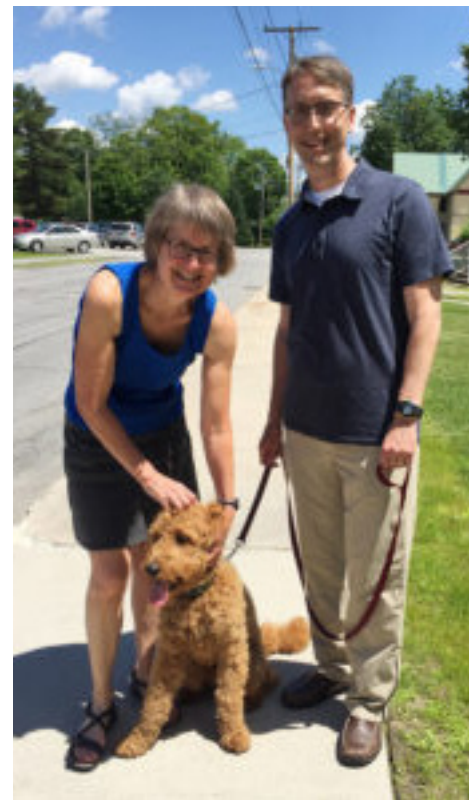


In fiscal year 2023, the team at Gifford performed 1,992 surgical procedures, up 358 from the previous year. One of those procedures was a joint replacement for Dan Bennett, Gifford’s president and CEO.

As I shared years ago when I talked about my experience, my care was excellent, from pre-op to ambulatory care to recovery to physical therapy. Everyone was wonderful, and also provided great communication to my wife, Jane, while I was still under anesthesia. ... Like then, I am already back to walking my puppy, Teddy, though he is no longer a puppy.

Thank you to everyone who cared for me through my procedure. Your role and the skills you deliver locally are critically important. Your good work, accessible to our neighbors, family and friends here, in or very close to their hometown, is essential. Additionally, our partners at tertiary hospitals like Dartmouth Hitchcock appreciate the expertise of our team and their capacity to perform procedures like joint replacements, rather than referring their way, as they focus on more major operations.

I am proud to work here, and I am proud to be a part of a team so committed to providing exemplary care at our hometown hospital and clinics.” 



Dan Bennett, president and CEO, with wife Jane and puppy Teddy after Dan’s first of two hip replacements.

Gifford Health Care 2023 Annual Report

Highlights from 2023

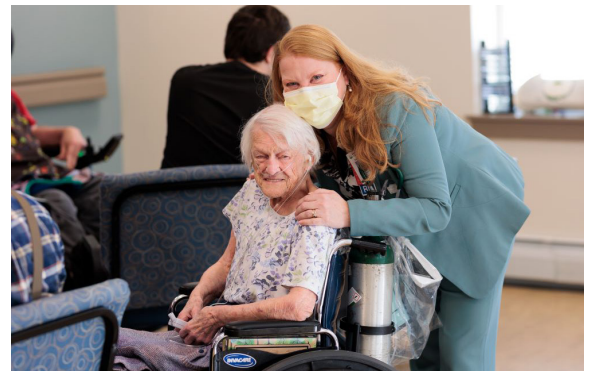
Last Mile Honors Chip

The 18th annual Last Mile event in August made another record-breaking year, welcoming 676 participants and raising \$198,000 to support end-of-life care. Missing this year was long-time supporter Chip Milnor, who lost his courageous battle to cancer in May. Chip's friends came together and raised over \$20,000 in his memory.



Five Stars for Menig

In February, Menig Nursing Home received an overall five-star rating from the Centers for Medicare and Medicaid Services (CMS). The five-star system is a metric-based quality initiative that evaluates three areas of service: health inspection outcomes, quality measures, and staffing. The five-star rating reflects our team's commitment to our residents.



ED Recognized for Excellence

Gifford's Emergency Department achieves silver-standard accreditation from the American College of Emergency Physicians (ACEP) in recognition of its excellent care for older adults. In its June 2023 announcement, ACEP recognized Gifford as part of its Geriatric Emergency Department Accreditation (GEDA) program, citing Gifford's "remarkable team of interdisciplinary leaders" and focus on the "highest standards of care for Gifford communities' older adults."



Highlights from 2023

New Provider for Ob/Gyn

Dr. Andrea Mendelssohn joined Gifford's Ob/Gyn Midwifery team in July 2023. As a general obstetrician-gynecologist, Mendelssohn sees women of all ages, from teenagers to women experiencing menopause. She provides a wide range of services, routine to emergent, delivers babies and performs surgeries.



Hearing Our Community

In September, Leaders from Gifford, Capstone Community Action, Clara Martin Center and Tri-Valley Transit set out on our annual listening tour, making stops in Randolph, South Royalton, Rochester and Chelsea to share program and service updates and invite feedback from community members. (Photo courtesy of the *Herald* / Tim Calabro)



Doctors Heney Share Commitment

In October, Doctors Jessica and Ryan Heney joined Gifford, Jessica on the Primary Care team in Randolph and Ryan at Bethel Health Center. The Heney's, a married couple, share a deep commitment to providing personalized care to patients at every stage of life—taking care of people from cradle to grave, all ages, and all genders.



Gifford Health Care 2023 Annual Report

Highlights from 2023

Honoring Our People

In January, Gifford presented its Employee Recognition program, recognizing and rewarding the amazing work that happens every day Gifford with our exceptional team. Team members were nominated by patients, patient families, and colleagues. Three awards were presented: the DAISY, the BEE (Be Exceptional Every day), and the HIVE.



Heart of the Matter

Gifford Wellness presented Heart of the Matter, a discussion with topics ranging from heart attack prevention to self-management. Cardiologist Dr. Bruce Andrus was joined by Leslie Osterman, PA-C, Dr. Courtney Riley, Emily Russell, RN, and Walter Ziske, care coordinator, for this well attended event.



New EHR

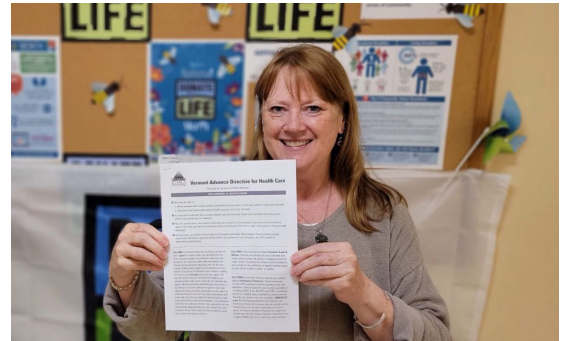
On Oct. 9, Gifford's new Electronic Health Record went live. The single EHR replaced three previous systems. Patients now use a single Patient Portal as well, rather than separate clinic and hospital portals, to access their health information.



Highlights from 2023

All About Advance Directives

Gifford hosted an Advance Care Planning Fair in April. This community event shared the importance of designating a health agent and completing advance directives. Community partners including Bayada Hospice, Central Vermont Council on Aging, Day Funeral Home, SASH, and the Visiting Nurse of Hospice of VT and NH joined the Gifford team.



Surgeon Joins Ortho Team

Orthopedic surgeon Dr. Douglass Weiss joined Gifford, seeing patients at Gifford Specialty Clinic in Randolph and at Sharon Health Center. Weiss most recently provided care as a commander with the United States Navy, based at Naval Medical Center Camp Lejeune. His service included a six-month deployment in Afghanistan. Weiss also serves as a team physician with USA Hockey.



Focused on Primary, Post-Acute Care

Warren McDermott, DNP, joined the Primary Care team seeing patients Rochester Health Center and Gifford's Post-Acute Care Clinic (PACC) in Randolph. In his PACC role, he follows up with patients discharged from the hospital or Emergency Department to review the discharge plan.



Gifford Health Care 2023 Annual Report

Last Mile Donors

SAVE THE DATE

Join us for the 19th annual
ride, run, and walk

*52 sponsors
676 participants
and countless donors
raised \$198,000*



August 10, 16 and 17, 2024

bringing Gifford's 18-year total to
\$1,576,023 in support of end-of-life care.

A-Team Auto Glass	Jeff Beach	Joseph Boyd	Curtis Cass
AADCO Medical, Inc.	Francis and Janice Bean	Monica and Jason Boyd	William and Brenda Caswell
Marie Abare	Andrew and Donna Becker	David and Marilyn Bradshaw	Catamount Solar
James Abbot	Gordon Behrer	Kelly Braman	Kyle Celley
Sherry Ackerman	Brett Beliveau	Dan and Brittany Brassard	Thane Celley
Gary and Lisa Alexander	Donna Bell	Stephen Braungart	Lawrence Chadderton
Frederick and Linda Allard	Daniel and Jane Bennett	Patti Breault	Rita Chambers
Andy and Lisa Allard	Michelle Bennett	Ann Breen	Nicole Champagne
Barrie Allen	Chad Benoir	Janra Bresett	John Champney
Ron and Cynthia Allen	Nicholas Benson	Ann Bridges	Carla Chandler
Ampersand Capital	Andrew and Rachel Bent	Deborah Britton	Kristin Chandler
Eduardo Angulo and Linda Anderson	David Bent	Valerie Broe	Brooks Chapin
Theresa Anderson	Douglas Bent	Duane and Kathryn Brooks	Dr. Derek Chase
Dr. Steven and Cameryn Andreason	Heather Bent	Michael and Bobbie Brooks	Jennifer Cheney
Dr. Bruce and Stephanie Andrus	Marlene Bent	Donna Brown	Kathryn Cheney
Olive Angell	Rachel Bent	Julia Brown	Chick-Fil-A
Maryellen Apelquist	Andrew and Rachel Bent	Kenneth and Claire Bruno	Chimney Savers, Inc.
Applied Research Associates, Inc.	Rachel Bent	Jean Bulger	Chip's Auto and Tire
Jessica Arms	Nancy Beresford	Dr. Brent and Terry Burgee	Theresa Chun
Perry and Lynn Armstrong	Gayle Berretta	Thomas and Suzanne Burgos	Dr. Ovieto and Susan Ciccarelli
Rachel Arsenault	BerryDunn	Carol Burke	Maryann Cisternino
Penny Ashy	Deborah Berryman	Richard Burstein	Randy and Sheila Clark
Auxiliary-Gifford Medical Center	Sandra Bingham	Carol Bushey	Matthew Clayton
BACA	Dr. Jonathan and Laura Bjork	Ryan Bushey	Anna Clifford
Allberta Bailey	Christine Black	C.V. Oil Co, Inc.	Kristina Clifford
Neil Bailey	John and Catherine Blaisdell	David Cadwell	ER CN
Bradford Baker	Blake's Southern Auto	Cal's Custom Drywall & Plastering, Inc.	Co-operative Insurance Companies
Dori Baker	Jerry and Louise Blakeney	Jasper Callahan	Heather Cohen
Ben and Andrea Banks	Kendall Blaxm	Bill Cameron	Karen Colby
Nikola Banovich	Gene and Carol Blodgett	Bill Campbell	Cole Electric
Bar Harbor Bank & Trust	Judy Blodgett	Margaret Ann Campbell	Jordan and Cara Collette
Shawn and Tiffany Barbour	Lillian Boardman	Michelle Campbell	Michael and Rebecca Collins
Hannah Barden	Bob's M&M Beverage	Sheryl Campbell	Colton Enterprises, Inc.
Ed and Jody Barna	Karen Boguzewski	Christopher Cappello	Combat Vets Motorcycle Assn. 26-2
Richard Barnard III	Heather Bolduc	Christopher Cappello	Ronald and Barbara Comette
David Barney	Daniel and Becca Boone	Pam Caron	Compucount, Inc.
Betina and Keith Barrett-Gallant	Marta Borgstrom	Paula Carrier	Lee and Barbara Conant
Lisa Barron	Boston Private Bank & Trust Company	Tom Carter	Ronald and Kim Connolly
David and Sandra Batchelder	Paul Bourassa	John Caruso	Elizabeth Connor
Bill and Jen Baumann	Bourne's Energy	Karen Casavant	Thomas and Sandra Cooch
John and Barb Baumann	Julia Bowen	Casella Waste Systems, Inc.	Mark Cook
		Donna Casey	David and Patricia Cook

Gifford Health Care 2023 Annual Report

Douglas and Amy Cooke
 Corner Frame Shop
 Gary and Joyce Corsi
 Joe Coutermarsh
 Doris Couture
 Ruth Couture
 Jack Cowdrey
 Kevin and Denise Cowell
 Cindy Cowles
 Dr. William A. Craig
 Al Crease
 Michael and Michele Crochiere
 Christine Crowe
 Loretta Cruz
 Nicole Cumberbatch
 Heather Curler
 Laurie Curler
 Gary Curley
 Steven Curtis
 Walter Curtis
 Brian and Jane Cushman
 Richard and Chloe Dalton
 John Daly
 Zina M. Dana
 Owen Daniel McCarter
 Elijah Daniels
 Jody Davignon
 Larry Davignon
 Harvey and Joan Davis
 Jenny Davis and Larry Satcowitz
 Lyndell Davis
 Nancy Davoll
 Linda Day
 Day Funeral Home, Inc.
 Dawn R. DeCoff
 Ben DeFlorio
 Don DeFlorio
 Cherisse Desrosiers
 Dean and Melanie Dewey
 Victoria Dewey
 Lucky and Kami Dimmick
 Sharon Dimmick
 Rachel DiStefano
 F. Will Dodge
 Jill Donahue
 Harold and Carol Donald
 Lance Donald
 Paul and Bobbye Donohue
 Richard and April Doolen
 John Dormail
 Casey Douglass
 Richard Dow
 Downs Rachlin Martin, PLLC
 Sandra Doyle
 Dr. John and Kimberly Dreslin
 Francis and Eleanor Dress
 Frank and Sandra Drown
 DuBois & King, Inc.
 John and Anita Duffy
 Danielle Dukette
 Robin Dunican

Megan Dunigan
 Steve and Kate Dunsmoor
 Kevin and Marie Dunwoody
 Joan Durkee
 Marcia Dustin and David Gagnon
 Bob and Cynthia Duval
 Damon and Jordan Dyer
 John Dyer
 Sam and Shanna Dyer
 E-Management Associates, LLC
 Lenny Edmunds
 Stuart Edson
 Edward Jones
 Mark Elmore
 Sheila Emerson
 Eric Benson Appraisal Co.
 Patricia Erickson
 Barbara Ernst
 Eustis Cable
 Jackson and Katja Evans
 Lydia Evans
 Evertree Industries of VT
 Andrea Farnsworth
 Michele Farr
 John and Rachi Farrow
 Farrow Financial
 John and Erin Fenton
 Judith Ferland
 Dick Ferno
 Michael and Amy Ferris
 Mary Ferriter
 Richard and Sandra Finn
 Fisher Auto Parts
 Katie Flint
 Colin and Careen Floyd
 Mary Floyd
 Susan Foley
 James and Deborah Ford
 Robert Fotta and Cathy Hull
 Marc Fournier
 Frankenburg Agency, Inc.
 John Fraser
 Eve Frazee
 Donna French
 Pat and Patsy French
 Susan Fresolo Prima
 Fullam's Garage, Inc.
 Donald Gagnon
 Christina Gallagher
 Gary and Mary West Foundation
 Rich Gent
 Laurie Geremia
 Nancy Gerwig
 Paul and Belinda Gifford
 Gillespie Fuels & Propane, Inc.
 Patrick Giordano
 Carolyn Girardin
 Chuck Goodling
 Irena Gospodarek
 John C. Graham
 Lisa Gramling



Granite City Tool Co. of VT
 Richard and Sherri Grant
 Joan Granter
 George and Kelly Gray
 Jan and Chris Gray
 Toni Gray
 Gerard and Jeanne Groleau
 Patty Gruetke
 Robin Rafuse Gurney
 Tina Hamelin
 Josh and Alicia Hanford
 Annette Hanley
 Heidi Hanning
 Zo Hardy
 Harmony Electric
 Nicole Harnish
 Terry Harriman
 Barbara Hart
 Reba Hart
 Sherry Hart
 Peter Harvey
 Richard and Chelsea Hayward
 HealthPlans, Inc.
 HEB Manufacturing Company, Inc.
 Josh Heisler
 Steve and Liesha Heller
 Keely Henderson
 Caitlin Herr
 Jim and Jenny Hewitt
 Jeff and Katie Higgins
 High Trail Iron Works, Inc.
 Cheryl Hill
 Elroy and Reba Hill
 Julie Hinman
 Allen Hockman
 Jon and Theresa Hodgdon
 Chris Holbrook
 William Holbrook
 Samantha Hollins
 Clarissa Holmes
 John and Leslie Holmes
 Dr. Richard Holt and Ann Wallace
 Jeremy and Ally Hook
 Donald and Allison Hooper
 Joyce Howden
 Bob Howe
 Gary and Martha Howe

HUB International
 Bruce and Laura Ann Hull
 Tom and Ann Hunt
 David and Ann Hunt
 Marilyn Hunt
 Marty Hunt
 Patricia Hunt
 Ron Hunt
 Travis and Alma Hunt
 Jonni Huntley
 Richard and Bunny Huntley
 Abby Hurwitz
 Paul Hurwitz
 Hyde Park VFW Auxiliary
 Infinitt North America
 Integrity Energy
 Lawrence and Joyce Irish
 Charles Ballou and Sarah Isham
 Julia James
 Janice Couture Greenberg
 Foundation
 Rita Jenkins
 Drs. Mark and Elizabeth Jewett
 Allen and Brenda Johnson
 Laurel Johnson
 Marjorie Johnson
 Valerie Johnson
 Gregory F. Johnston
 Patofine Joly
 Donald and Darlene Jones
 Amy Juszczak
 Perry and Joy Kacik
 Isaac Kaplan
 Jonathan and Anne Kaplan
 Shane and Erika Keady
 Elaine and Jim Kearns
 Debby Keller
 Christa Kemp
 Ken's Barber Shop
 Ryan and Lorraine Kennedy
 John Kenney
 Anna Kenyon
 Terry and Jean Keyes
 Joseph and Lindsay Kill
 Patricia Killoran
 Dr. Rebecca Kincaid and Curry
 Mattson

Gifford Health Care 2023 Annual Report



Amy Kingsbury
Michael and Amy Kingsbury
Rebecca Kinhead
Linda Kinney
Kinney Drugs Foundation, Inc.
Kinney Pike Insurance - A OneDigital Company
Tayo Kirchhof
Robert Kischko
Tim and Cheryl Kitterick
Casey and Christina Knudsen
William and Lynne Knudsen
Matthew Krans
Kim Kraus
David and Christine Kresock
Kevin Kresock
Bruce Kuehn
David Kyle
Jason and Tammy Ladd
Ladds Auto and Tire
Tanya Lafrance
Dan and Melissa Lagerstedt
Brandi Lambert
Darci Lambert
Alan Lamell
Janet Landrigan
Sally Lanpher
Robert and Jodi LaPenna
Joanne LaPerle
Paul and Melissa LaPerle
Christopher LaPointe
Susan Larson
Lois Latraverse
Tray Laurendeau
Dean and Kathleen Lawrence
Douglas Lawrence
Kevin Lawrence
Leo E. Lawrence
Joyce Ledoux
Ralph and Orlene LeFebvre
Heather Leighton
Christine Lesinski and John Lussier
Michelle Lewis
Samuel and Ashley Lincoln
Eva Linden and Ben Tietze
Marianna Lira
Andrew Little
Michael and Delora Livingston
David and Cheryl Lloyd

Locust Creek Country Store
Allison Loebes
Chris and Maria Loftus
Long Trail Roofing, Inc.
Elizabeth Longworth
Kathleen Longworth
Rita Longworth and Jim Whittum
Mark Lovery
Joseph Lowes and Sarah Canterbury
Lucky's Lease, Inc.
Lucky's Trailer Sales / Peterbilt of VT
Jill Luna
Alan and Kelly Lyford
Shane and Jenell Lyford
Richard and Marilyn Lyford
Paula Lynch
Jim and Stacey Lyon
Lyon Surface Plate, Inc.
Magee Office Products
John and Jan Malloy
Dr. Cristine Maloney and David J. Deboy
Lyndon and Susan Mann
Theron and Madeleine Manning
Kim Marcotte
Jennifer Marcroft
Mildred Marcroft
Lisa Marks
Douglas and Joann Marshall
Bob and Barb Martin
Jodi Martin
Jonathan and Debbie Martin
Julie Martin
Kathleen Martin
Gerard Mascola, Jr.
Mascoma Bank
Dan Mason
Sue Masterson
Bree Mathon
Brent and Penny Maxfield
Kathryn Mayer
Ellen P. McAndrew
Greg and Jane McConnell
Karen McCullough
Howard and Susan McDaniels-Levings
Amanda McDermott

Scott and Lynda McDermott
Zachary McDermott
Linda McDonough
Reverend Kimberly S. McKerley
Ethan McNaughton
Cheryl McRae
Mary Mead
Andrew and Wendy Medolo
Brigid Meehan-Brese
Roy Meier
Carlos and Janice Mejia
Patricia Menchini
Daniel and Erin Mengedoht
Thomas and Patricia Menger
Matthew and Melinda Mercier
Alyssa Merrill
Mary Merusi
Merusi Builders
Megan Messier
August Meyer
Rose Mihalik
Emily Miller
Francis and Sheila Miller
Mark Miller
Sheila and Francis Miller
Miller Carpentry
Jeffrey and Joanne Mills
MMR, LLC.
Margaret Mollitor
Louis Monaghan
Reginald and Rose Mongeur
Nicholas Monty
Douglas and Judith Moore
Greg and Linda Moore
Brian Newton and Marjorie Morgan
Karin Morrow
Megan Morse
Carol B. Mowery
Mark and Molly Mullen
Linda Mullestein
Brian Mullins
Edward Murawski
Ethan and Emily Myers
National Life Group
Neagley & Chase Construction Company
Pam Neff
Nadine Nelson
Kevin and Jean Nerrie
New England Retirement Consultants
Lance Newell
Shane Niles
Josh and Nicole Noble
Nolato GW
Carolyn Normandin
Northeast Delta Dental
Northfield Savings Bank
Dan and Laurie Novotny
Peter and Kathy Nowlan
Claudia Noyes
Nicolas Nyirjesy

Bryan Nykiel
Joe O'Leary
Jodi Oleary
Mike and Rebecca Olmstead
Margaret Osborn
Gail Osha
Leslie Ostermann, PA-C
Mark Ouimet
Nathaniel and Crystal Palmer
Bill and Melanie Pappastratis
Wayne and Theresa Parezo
Peter and Julie Parker
Nancy Partlow
Kellianne Pascarelli
Ava Patch
Fred and Renee Pedersen
Ken Pelton
James and Carol Perrin
Lehua Perrin
Nicole Perrin
Tonya Perry
Joy Peterson
Charles and Mary Petras
Lynn Petrucelli
Carl and Diane Pettersen
Krista Pettrey
Lisa Pettrey
Doug and Kristen Pfohl
Chester and Tammy Philbrick
Cynthia Phillips
Samantha Pickett
David Pierce
Michelle Pierpont
Jason and Susan Pirie
Darleen Placey
Dwight and Mary Porter
Harvie Porter
Jennifer Poulin
Poulin's Sugarhouse Enterprises, Inc.
Kathleen Pratt
Mark Preble
Louis and Tammy Pregent
Amanda Priest
Ben Priest
Michael and Diana Priest
Samantha Priest
Daniel and Anne Pritchard
Jedediah and Diana Putney
Scott W. Putney
Quorum Health Resources
David and Betsy Race
MaryLou Ramsey
Randolph Center Fireman's Fund
Randolph Union High School
Solange M. Rea
Wes and Belinda Reed
Larry and Milly Rhoades
Victor and Suzanne Ribaudo
Jennifer Ricciardi
James and Beth Rice
Irene Rich

Gifford Health Care 2023 Annual Report

Jaina-Lee Rich
Leo Richard
Richard Doolen Carpentry
Carole Richards
Jesse and Kristen Richards
Robyn and Sara Richards
Kyle Richardson
Amy Richburg
Larry and Ginny Richburg
Daniel and Kathy Riecker
Alex and Alicia Riesterer
Susan Riley
Jon and Morgan Rilling
Cheryl Rivers
Kathy Robbins
Thomas and Marie Robbins
Steven and Brenda Roberts
Janet Roberts
Sarah Roberts
Brenda Robichaud
Arthur and Dorothy Robinson
Steven and Charlotte Robinson
Matthew Rocco
Gracia Rogers
Thomas and Janice Rogers
Christina Rohan
Jesse Rohloff
Michelle Roscillo
Christopher Rossey
Rotary Club of Randolph
Joan Rouillard
Donny Rozanski
RSL, LLC
Jeannine Rubalcaba
Rule Signs & Graphics
Rural Vermont Real Estate, Inc.
Calvin and Bailey Russell
Susan Russell
Joseph Russo
Anna Ryan
John Perry Ryan
William and Elaine Ryan
S & S Auto
SAAP Restaurant
Carol Saber-Tener
Barbara Salls
Adam and Jamie Salls
Jesse and Jean Sammis, III
Bob and Tania Santini
Steven Sargeant
Michael and Laurie Sargent
Brooke and Megan Sault
James and Sharon Sault
Dr. Melissa Scalera
Irene M. Schaefer
Tammy Schellong
Erica Schleif
Timothy and Patricia Schroeder
Robert and Alison Scully
Kent Seely
Paul and Priscilla Selfridge

Dr. Philip and Catherine Seymour
Terri Shatney
Lynn Sheldon
Eric Shepherd
Charles and Kathleen Shepherd
Jeffrey and Susan Sherman
Matt Shin
John and Bethany Silloway
David Silloway and Lynne Gately
Sara Simeone
Brian Singer
Charles and Louise Sjobeck
Richard and Nancy Slocum, Sr.
Linda Smith
Patrick and Amanda Smith
Dr. Bohan and Sandra Soifer
Allyn Sommer
Pamela Sorrentino
South End Auto
South Royalton Area Senior Citizens
Arnold and Priscilla Spahn
Jennifer Spanier
Robert Sparadeo
Sarah Spencer
Jennifer Spivey
Keith and Chelsea Sprague
Douglas Sprague
Paula Sprague and Rick Pethter
Tim and Carla Stack
Ash Stackowitz
Yaroslav and Olena Stanchak
Samuel Stanley
Grace Staples
Melissa Stephen
Ruth Stetson
Stockwell's Garage
Seth Stoddard
Cindy Stotz
Peter and Angela Stover
Michael and Fran Stover
Susan Sytsma and Kenneth Stevens
Michael and Melanie Tabor
Erastus and Nancy Tabor
Caron Tanguay
April Taylor
Heather Taylor
Dr. Thomas and Karen Terry
Andrew and Claudia Tetreault
Cindy Therrien
Arlene Thibodeau
Vicky Thibodeau
Nick Thiltgen
William Thompson
Robert Thomson
Denise Thresher
Dorothy L. Thurston
Julie Tilden
TJ Styles
Carolyn Tonelli
Barbara E. Townsend
David and Gail Townsend



Townsend Farms
Tozier's Restaurant
Tracy Plumbing & Heating Inc.
Patty Trepanier
Thomas and Kelly Tucker
Catherine Tulloh
Amy Urana
Ada Vadeboncoeur
Valley Motor Sales, Inc.
Jay and Deborah Van Arman
Kate Van Arman
Kenneth Vandermark
Mary Vass
Mark and Brenda Vermette
Vermont Glove
Vermont Heating and Ventilation Co.
Krystal Vertichio
Kristen Villeneuve
Anthony and Katie Vinton
Margery Vogt
Brenda Vovakes
VT Heritage Real Estate
W.B. Rogers, Inc.
Michelle Wade, APRN
Mayumi Wagstaff-Blaise
John and Carole Wakefield
Shawn and Jill Wakefield
Lisa Wall
Janet Wallace
Joan Wanner
Wayne and Karen Warner
Robert and Janet Wawroski
Kathryn Webb
Robert and Ruth Webber
Wee Bird Bagel Cafe, LLC
Michael and Caitlyn Welch
Alexis Wertheim
Jessamyn West
Lynford and Jill Wheatley
Todd Wheelock

Hunter Whitaker
Janet C. Whitaker
Andrew White
White River Car Wash
White's Heating
Allen and Melissa Wight
Wilkins Harley-Davidson
Jason and Abbie Williams
Ron Kovanic and Marilyn Williams
Philip Williams
Wilson Tire
Dale and Deb Winslow
Todd and Lucretia Winslow
Jamie Winters
Paul Winters
Casey Grimes and Leslie Wisdom
Richard and Susan Wiszniak
Marsha Withington
Dr. Molly Witters
Shearer Wludyka
Nathan and Carrie Wright
Michael Wright
Becky Wright
Robert and Rose Wright
Domico Yetz
Betty Young
Thomas and Bobbi Young
Gary and Carol Young
Karl and Nancy Young
Jim and Lisa Young
Thomas and Bobbi Young
Jake Zani
Daniel Zimmerman

Gifford Health Care 2023 Annual Report

Donors

Thank you for your generous contributions to Gifford. We appreciate your support of our mission to provide accessible health care in our rural community, today and for generations to come.

At the intersection of health care and technology, 2023 was a year of big change for our team as we launched a new electronic health record (EHR) and patient portal. On the partnership front, we continued our Community Listening Tour, inviting several partners to join us as we shared information about programs and services and heard directly from community members about their needs. Our outreach to community also included Heart of the Matter, a discussion with topics ranging from heart attack prevention to self-management, as well as education on issues ranging from the importance of colorectal screenings to straight talk about women's health, to tips for healthy eating.

In August, our annual three-day Last Mile saw record-breaking success with \$198,000 raised to support end-of-life patients and their families. The most humbling part is that no matter the ask, when it comes to the Last Mile, the answer is yes—from our dedicated volunteers, to our business sponsors, to our participants and many donors. These gifts make a lasting impact on our community and the care our team provides. We hope you will join us again for Last Mile 2024.

Your investment truly makes a difference.

With gratitude,

Ashley Lincoln

VP of Development and Public Relations

CENTENNIAL SOCIETY

\$2,500 OR MORE

Auxiliary-Gifford Medical Center
Daniel and Jane Bennett
Bowen Permanent Charitable
Trust
Carol Bushey
Jack Cowdrey
Sharon Dimmick
Anna M. Dustin
Lamson Howell Foundation
Stickney and Branliere Trust
Eleanor Strode
The Jack and Dorothy Byrne
Foundation
Williamstown Middle / High
School

JOHN P. GIFFORD SOCIETY

\$1,000 - \$2,499

Dr. Bruce and Stephanie Andrus
Duane and Kathryn Brooks
Paul Calter
Dr. Lou and Joann DiNicola
Dr. Marda Donner and Daniel
Childs
John and Rachi Farrow
Randy and Pauline Garner
Herbert and Mary Ellen Goertz
Marvin and Barbara Harvey
Richard and Bunny Huntley
Joseph W. Raymond Trust
Paul Kendall and Sharon Rives
Peter and Kathy Nowlan
Claudia Noyes
Dr. Joseph and Beth Pelletier
F. Kincaid Perot
Victor and Suzanne Ribaudou
Skinny Pancake

Drs. Aleksandr and Dawn
Sokolovsky
Arnold and Priscilla Spahn

1903 SOCIETY

\$500 - \$999

Anonymous
John and Barb Baumann
William and Shirley Baumann
Bill and Nancy Burchfield
Lincoln and Louise Clark
Kevin and Linda Conroy
Bradley and Linda Crosby
John P. Dumville
David Ellis and Ann Greenawalt
Richard and Robin Goodall
Tom and Ann Hunt
Ideal Auto and Truck Parts of VT
Dr. Jennifer Keller
Ronald and Linnea LaPerle
Theron and Madeleine Manning
Ursula Margazano
Carol Merrill
Timothy Caulfield and Linda
Morse
Theodore and Shirley Nelson
Northfield Savings Bank
Jesse and Jean Sammis, III
Charles Scribner
Dr. Robert and Elizabeth
Seymour
Capt. Murray R. Snyder, Ret.
Michael and Huibertha Sorgi
Troy and Jennifer Stratton
Susan Sytsma and Kenneth
Stevens
Justin and Rebecca Jo Ward

PATRONS SOCIETY

\$250 - \$499

Gary Adamski
Malcolm and Nancy Bell
William and Diane Brigham
Linfield and Roberta Brown
Anthony and Nancy Bullard
Kent and Suzanne Butterfield
Dr. Ovieto and Susan Ciccarelli
Leo and Sheila Connolly
Michael and Michele Crochiere
Lyndell Davis
Robert and Carol Drawbaugh
Tim Eberhardt and Mary Ellen
Bean
Charles and Christine Eccles
James and Judith Gardner
Michael and Tina Bohl-Hourigan
Gary and Martha Howe
Dr. Keith Kadel
Sandra M. Levesque
Samuel and Ashley Lincoln
Michael Minchin and Katrina
Jimerson
Walter and Evelyn Pruikisma
Forrest and Barbara Randall
Peter and Karen Lowry Reed
James Wacker
Rachel Westbrook
Philip and Donna Wheeler
Patrick and Lisa Whitley
Allen and Arlene Wright

ASSOCIATES SOCIETY

\$100 - \$249

Tom Absher and Erika Butler
Olive Angell
Norman Arseneault
Bradford Baker
Dr. Nicolas and Tammy Benoit

Michael Fiorillo and Amy Borgman
Sara Brewster
Richard Burstein
Marguerite B. Caron
Annette Chapman
Kenneth and Karen Colby
Laura Comstock-Akin
Brian and Susan Curtis
Harvey and Joan Davis
Louis and Becky Donnet
Ted and Ruth Elzey
Teresa Fama
Joan B. Farrell
Richard and Phyllis Forbes
Joan Granter
Alain and Jan Grenier
Freeman Grout
Richard and Betsy Hale
Lynette Hamilton
Raymond Hayward
Louis Helmuth and Lisa Steindler
Paul Henry
Thomas Heywood and Melody
Simpson
John and Leslie Holmes
Kathryn Jorgensen
Perry and Joy Kacik
Marie Kittel
Peter and Kathy Leonard
Christine Lesinski and John Lussier
Carl and Barbara Lind
Gerardo and Laura Lorenzino
Dr. Christopher Lukonis
Aaron and Elizabeth MacAskill
August Meyer
George and Lynn Moltz
Michael and Evelyn Monea
Lance and Dorothea Moran
Carol Mosher
Ronald and Denise Mura

Orange County Restorative Justice Center
Stuart and Alicia Orrick
Margaret Osborn
Peter and Julie Parker
Richard and Linda Paye
John and Karla Perkins
Carl and Diane Pettersen
Daniel and Anne Pritchard
George and Kimberly Pritchard
William and Pamela Rauh
Richard and Dorothy Robson
Thomas and Janice Rogers
Wendy Ross
Kenneth and Wendy Rudd
Irene M. Schaefer
Donald and Ellen Shephard
Jacqueline Simpson
Michael and Sue Ann Sisto
Stephen and Barbara Springer
Fran Staples
Marilyn Stewart-Friday
John Button and Starr Strong
Daryl and Cynthia Sulham
Dr. Vijay Thadani and Onita Connington

Vermont Area Assembly (Area 70)
William and Helen von Oehsen
Dr. Jerald Ward and Abbe Meiling
Richard and Mary Weden
Dr. Douglass Weiss
Lynford and Jill Wheatley
Nancy N. Woolley

FRIENDS SOCIETY \$25 - \$99

Terry and Jean Adams
Peter Anthony and Marsha Kincheloe
Dana and Kathryn Belyea
John and Dale Benson
Grace Birchmore
Kenneth and Claire Bruno
Thomas and Suzanne Burgos
Donald and Susan Cameron
Robert L. Caron
Stuart and Penelope Chase
Manuel and Gail Coelho
Elizabeth J. Davis
Cheryl Dickinson
Mary DiNallo
Baxter Doty

Daniel Dover and Mary Swartz
Thomas and Michele Eid
Ralph and Roseanne Esposito
Joanne Fairchild
Bruce and Susan Flewelling
William Hackett
Patricia Hancock
Margaret Harper
Chad Hewitt
Gregory Homan
Carol Howard
Judith Irving
Jack and Deb Jones
Ernest H. Kennedy
Norman and Kaye Kinzie
Eva Linden and Ben Tietze
Dennis and Barbara Maloney
Stephen R. Marx
Steven McCullough
John and Maureen McNulty
Lisa Milchman
Rebecca Miller
Richard and Frances Morse, Sr.
Carol B. Mowery
Kathy Owens-Martin
Gene and Evangeline Parent

John and Janice Patry
Sue Perreault
Kathy F Phillips
Neil and Mickie Richardson
Mark and Cynthia Rosalbo
Ruth Schwinge
Richard and Nancy Slocum, Sr.
Joanne Smith
Laurie Smith-Frailey
Silas Tanner
Susan Thievon
Joel and Marla Tillberg
Dr. David C. Tinling
Bruce A. Viens
William and Brenda Yacavoni

Tribute Gifts

Each year we receive contributions given to honor colleagues, friends, family members, or in memory of loved ones who have passed away. We recognize these thoughtful donations and the people they celebrate with Tribute Gifts.

IN HONOR OF

Bradford Baker
Dr. Milton Fowler
Gifford Medical Staff
Dr. Cristine Maloney
Michele Packard
Gwen Wolverton

Bev Chapman
Lorraine Mary Daniels
Philip Davis
M. Dickey Drysdale
Helen Dumville
Robert W. Dumville
Lisa Priest Dyer
Elizabeth P. Edson
Francis H. Farrell
Julian Gorman
Anita Seymour Greene
Myrtle I. Hall
Diane Hanscom
Pauline Howe
Sarah Howell
Mary Hutchinson
Laura Keown
Kermit LaBounty
Patricia R. Lawrence
Philip D. Levesque
Ladd & Bev Lyon

Douglas P. Martin
Irene Martin
Roy Maxfield
David Andrew McDonough
Melanie C. McShinsky
Patricia Meyer
Chip Milnor
George L. Mowery
Tim Nolan
Eugene O'Connell
Richard Osborn
Colleen Page
William Plouffe
Janice Pring
Gail M. Proctor
Joyce S. Richardson
Elizabeth Robbins
Ivan J. Singer
Eaton & Mary Snow
Palma "Polly" Sparadeo
Bob Tabor

Eric Tyrone Taylor
Larry Thurston
Robert L. Tracy
Marian Trask
John P. Vass
Donna Viens
Kenneth W. Webster
Harry C. Whitaker
Newall & Barbara Wood
Ken & Elizabeth Wright

IN MEMORY OF

Joseph Abbruscato
Sally Abel
Kimberly Aldrighetti
Byron Angell
William & Betsy Arnold
Donald Bailey
Geraldine Baker
Juliette Bradley
Lucinda Brown
Mildred Butterfield
Brian Button
Ginny Button

Gifford Health Care 2023 Annual Report

Volume totals for services

	2023	2022
Inpatient admissions	1,012	1,264
Short stay or same day admissions (outpatient)	1,059	624
Other outpatients	61,693	62,457
GRAND TOTAL	63,764	64,345
Total patient days of care	14,212	14,989
Average daily census (hospital and nursing home)	38.94	41.07
Average length of stay in days (acute patients)	4.4	3.6
Births	232	216
Surgical procedures	1,992	1,634
Emergency treatments	7,883	7,255
Endoscopies	1,128	650
Cardiology exams	3,853	4,188
Respiratory care	6,653	6,296
Laboratory procedures	154,636	167,672
Radiology procedures (not including CT and MRI)	26,255	26,388
CT scans	5,056	5,225
MRI	1,243	1,291
Radioisotope procedures	761	467
Physical therapy procedures	34,804	37,293
Number patient meals served	36,795	47,922
Physician offices visits	81,079	84,808

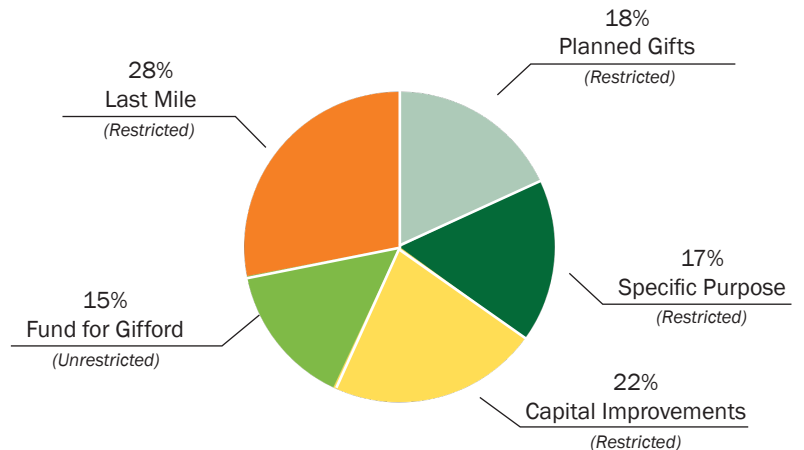
Admissions and visits by top 20 towns

	Inpatient	Outpatient	Total
Randolph	179	10,665	10,844
Bethel	69	5,049	5,118
Barre	61	4,685	4,746
Randolph Center	52	3,940	3,992
South Royalton	47	3,683	3,730
Braintree	64	3,081	3,145
Northfield	51	2,565	2,616
Chelsea	44	2,495	2,539
Rochester	37	2,415	2,452
Williamstown	31	1,905	1,936
Tunbridge	23	1,580	1,603
Brookfield	21	1,513	1,534
Montpelier	19	1,484	1,503
Stockbridge	17	912	929
East Randolph	8	784	792
Sharon	9	715	724
Washington	13	663	676
Hancock	7	603	610
Berlin	3	519	522
Graniteville	5	508	513
Other VT towns	252	11,929	12,181
GRAND TOTAL	1,012	61,693	62,705

Giving Statistics

For over 120 years, Gifford's generous donors have helped fulfill our commitment to continually improving services and technology that enhance the patient experience. Donors invest in a variety of ways, as indicated by the categories of giving in the pie chart at right. With their investments, we are responding to the evolving needs of our patients and communities with services that make us healthier together.

Categories of giving by type



Gifford Health Care 2023 Annual Report

Balance Sheet

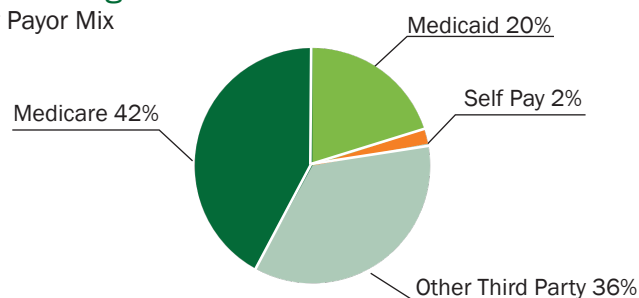
Years ended September 30, 2023 & 2022	2023	2022
CURRENT ASSETS		
Cash and cash equivalents	2,075,360	1,558,276
Short-term investments	84,195	3,925,993
Patients accounts receivable, net	7,018,413	11,398,324
Estimated third-party settlements	85,694	2,200,000
Other receivables	518,156	247,448
Supplies	1,086,075	1,150,677
Prepaid expenses	1,739,114	1,661,159
Current portion of pledges receivable	-	-
Total current assets	12,607,007	22,141,875
ASSETS LIMITED AS TO USE		
Internally designated for capital acquisition	18,759,942	19,390,292
Held by trustee under indenture agreement	3,542,404	3,386,797
Long-term investments	3,212,427	6,160,760
Total assets limited to use	25,514,773	28,937,849
OTHER ASSETS		
Pledges receivable, excluding current portion	-	-
Other assets	7,867,953	4,039,898
Total other assets	7,867,953	4,039,838
PROPERTY AND EQUIPMENT, NET		
Total assets	90,244,131	101,212,099
CURRENT LIABILITIES		
Accounts payable	1,688,430	1,615,730
Accrued expenses	7,032,592	5,941,842
Estimated third-party payor settlements	1,508,330	3,051,954
Current portion of long-term debt	81,994	136,608
Interest rate swap agreement	0	0
Other	5,021,307	4,300,830
Total current liabilities	15,332,652	15,046,963
Deferred annuity, excluding current position	512,629	567,593
Long-term debts, excluding current portion	17,952,521	19,694,587
Long-term deferred compensation	14,633,512	12,692,946
Total liabilities	48,431,314	48,002,089
NET ASSETS		
Unrestricted	39,054,706	50,530,780
Temporary restricted	1,073,375	995,740
Permanently restricted	1,684,736	1,683,490
Total net assets	41,812,817	53,210,010
Total liabilities and net assets	90,244,131	101,212,099

Statement of Operations

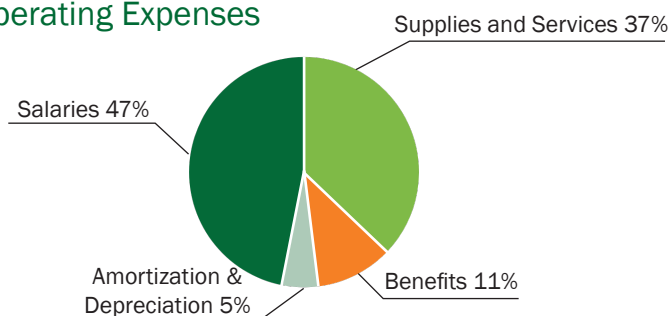
Years ended September 30, 2023 & 2022	2023	2022
WHERE THE MONEY COMES FROM		
We billed for services to inpatients	19,715,868	23,028,437
We billed for services to outpatients	122,087,293	117,173,086
We had other operating revenue of	14,501,379	16,822,586
Total operating revenue	156,304,540	157,024,109
BECAUSE WE DID NOT RECEIVE FULL PAYMENT FOR AMOUNT BILLED		
From those unable to pay (charity care based on charges)	482,169	477,732
From Medicare and Medicaid	63,855,640	53,475,959
From other contracted payors	12,301,405	18,705,213
To allow for those patients who are unwilling to pay (bad debt)	2,741,207	2,042,139
Therefore we wrote off	79,380,421	74,701,043
OUR NET REVENUE WAS	76,924,119	82,323,066
WHERE THE MONEY GOES		
To pay our employees salaries and benefits	52,757,590	48,526,616
To purchase supplies and services	32,088,806	30,954,395
To allow for wear and tear on buildings and equipment	4,428,869	4,316,245
To pay for utilities	1,561,100	1,561,100
To pay for interest on our outstanding debt	633,503	652,573
OUR TOTAL EXPENSE WAS	91,469,867	86,010,929
THIS PROVIDES US AN OPERATING REVENUE OF	(14,545,748)	(3,687,863)

Percentage of Revenue

by Payor Mix



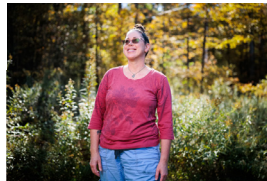
Operating Expenses



Gifford Health Care 2023 Annual Report

Employee Anniversaries

Each year we recognize staff members for their dedication, the value they bring to Gifford, and their years of service (employees are recognized for every five years of service). To all of our honorees, thank you for all you do for our community.



5 years

- Cassandra Adams
- Danielle Anderson
- Jada Billow
- John Blaisdell
- Katherine Clemente
- Rachel Coombs
- Courtney Deblois
- Emilija Florance
- Nancy Limbaugh
- Ursula Margazano
- Felisters Ngoma
- Katrina Nichols
- Melany Velarde Osario
- Morgan Provost
- Emily Russell

Pascale Stephani

- Erin Tortolano
- Michelle Wade
- Jordan Young

10 years

- Casey Booth
- Jeremy Cameron
- Stephen Conti
- Kyle Covino
- Danielle Davis
- Katelyn Duprey
- Chelsea Fullam
- Denise Glatzer
- Douglas Pfohl
- Pamela Salls
- Bradford Salzmman
- Rebecca Savidge
- Susan Therrien
- Caitlyn Welch

15 years

- Angela Bailey
- Angela Fletcher
- Jenell Lyford
- Kimberly Nelson
- Jackie Sprague
- Lisa White
- Thomas Young

20 years

- Julie Arms
- Patrice Conard
- Cynthia Duval
- Jamie Floyd
- Joe Pelletier

25 years

- Kim Connolly
- Donna Ferris
- Tina Grant
- James McConnell
- Beryl McPhetres
- Michele Packard
- Kim Summers

30 years

- Darlene Doyle
- Susan Molinario

35 years

- Kathleen MacAskill
- Laudell Slack

45 years

- Marcia Eaton