**FIND A DOCTOR**

The physician access line provides information regarding primary care and specialty physician services at Central Vermont Medical Center.

**BY PHONE:**

Physician Access Line: 802-371-5972
Available Monday – Friday, 8am to 5pm, except holidays.

**ON-LINE:**

Find a provider on line by visiting the Central Vermont Medical Center website www.cvmc.org and click on doctors or find-a-doctor.

Search by: Doctor’s name
Medical area of specialty
Practice name

Central Vermont Medical Center is a not-for-profit organization consisting of a hospital offering a full spectrum of comprehensive in-patient and out-patient care services with 24-hour emergency care, cancer care at National Life Cancer Treatment Center and Mountainview Medical/Central Vermont Oncology, CVMC Rehab Services, Woodridge Rehabilitation and Nursing, and 17 medical group practices. Visit www.cvmc.org for additional information.

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Cover photo: The CVMC Aquatic Therapy program offers skilled physical therapy in a weightless environment to decrease compression and the effects of gravity on body structures. Private treatment rooms on the deck of the pool allow patients to have the combined benefit of clinical therapy with aquatic therapy. Patients of all ages are treated. Pictured here is Heather Flannigan (PT) and Trevor Patterson.

The CVMC Aquatic Wellness Center provides Sports & Orthopedic Physical Therapy, (MOR) Multi-Disciplinary Occupational Restoration and a Wound Clinic as well as Aquatic Therapy. Hours are MONDAY – THURSDAY, 7am to 6pm and FRIDAY, 7am to 5:30pm. Call 802-371-4242 for an appointment. A doctor’s referral is required.
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Central Vermont Medical Center is one of the top 10 employers in Vermont*
CVMC employs over 1400 full- and part-time people at Central Vermont Medical Center’s hospital, National Life Cancer Treatment Center; CVMC Rehab Services, 17 medical group practices and Woodridge Rehabilitation and Nursing.

During calendar year 2010, 187 volunteers contributed 22,600 hours to Central Vermont Medical Center.

There are 159 physicians practicing in central Vermont, providing care from their private practices, as well as from CVMC’s 17 community-based medical group practices and the hospital.

This number includes Active, Affiliate and Associate physicians and all Hospitalists.
There are an additional 25 consulting physicians from Fletcher Allen Health Care (FAHC) and Dartmouth Hitchcock Medical Center (DHMC) who have privileges and are here occasionally.
There are four moonlighting psychiatric residents from DHMC.

There were 29,845 patient visits to the emergency department.

Over 4,062 inpatient and outpatient surgeries were performed.

377 babies were born.

There were 4,698 hospital admissions, including observations.

CVMC contracts with Deaf Talk.
This service provides on-demand 24 hours-a-day American Sign Language video-interpreting via a wireless mobile video unit that can be wheeled anywhere in the hospital.

CVMC subscribes to DT Language, a service that provides access to 150 languages, 24 hours per day over the telephone.
They have also acquired special dual handset phones that can be available for patient rooms and throughout the hospital to accommodate non-English speaking patients.

A Message from Leadership

Access, cost and reform are the major concerns you hear about health care in newspapers, on news broadcasts and in electronic and social media.

At Central Vermont Medical Center we are planning ahead to pave the way for success as the details unfold on state and national initiatives to change the way we deliver health care and the way we get reimbursed for those services.

At the same time we will continue to focus on improving our service and our facilities to meet your needs and to provide superior care to you and your family.

Recently, CVMC was presented with the Avatar 2010 Exceeding Patient Expectations Award, comparing CVMC to more than 400 hospitals across the United States. Patients are mailed Avatar International’s Evidence Based Intelligent Surveys™ to provide national benchmarking for their CVMC experience. Surveys are reviewed on an ongoing basis and departments held accountable for their results. Leadership and staff worked really hard to reach the level of service that this award for exceeding patient expectations recognizes.

The trustees of CVMC and Fletcher Allen Health Care have voted to proceed with an affiliation agreement. This is a significant step in developing a coordinated health system in Vermont that will improve care and reduce costs.

The Patient Centered Medical Home is expanding from the original four pilot sites to all CVMC primary care practices. We renovated the medical practice at Mad River and we also developed and implemented an integrative family medicine practice at Montpelier Health.

In response to community need, over the past three and one-half years CVMC increased primary care from 21 employed physicians and advanced practitioners to 38 employed physicians and advanced practitioners. For the first time in many years, we have an adequate number of primary care providers practicing at CVMC and all of the practices are accepting new patients.

Appointments at the new Aquatic Wellness Center have been booked to the max since the day it opened. Our new, permanent MRI machine is designed to allow larger patients and patients who suffer from claustrophobia to feel more comfortable. Finally, a thorough renovation of the Emergency Department is almost complete.

As you read about CVMC’s accomplishments and achievements in the following pages, please know we are grateful to you for your support.

Robin Nicholson
Chair of the CVMC Board of Trustees

Judy Tarr
CVMC President & CEO
## FY 2010 Profit/Loss Annual Report

*(in thousands)*

### Unrestricted revenues:

<table>
<thead>
<tr>
<th></th>
<th>FY2010 Actual</th>
<th>FY2010 Budget</th>
<th>FY2010 Variance</th>
<th>FY2009 Actual</th>
<th>FY09-10 Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net patient revenue</td>
<td>135,070</td>
<td>137,158</td>
<td>(2,088)</td>
<td>125,116</td>
<td>9,954</td>
</tr>
<tr>
<td>Other operating revenue</td>
<td>2,503</td>
<td>1,651</td>
<td>852</td>
<td>1,978</td>
<td>525</td>
</tr>
<tr>
<td><strong>Total Operating Revenues</strong></td>
<td><strong>137,573</strong></td>
<td><strong>138,809</strong></td>
<td><strong>(1,236)</strong></td>
<td><strong>127,094</strong></td>
<td><strong>10,479</strong></td>
</tr>
</tbody>
</table>

### Operating expenses:

<table>
<thead>
<tr>
<th></th>
<th>FY2010</th>
<th>FY2010</th>
<th>VARIANCE</th>
<th>FY2009</th>
<th>VARIANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>65,513</td>
<td>63,758</td>
<td>(1,755)</td>
<td>60,805</td>
<td>(4,708)</td>
</tr>
<tr>
<td>Benefits</td>
<td>20,340</td>
<td>19,205</td>
<td>(1,135)</td>
<td>16,974</td>
<td>(3,366)</td>
</tr>
<tr>
<td>Non-salary expense</td>
<td>36,035</td>
<td>37,203</td>
<td>1,168</td>
<td>32,661</td>
<td>(3,747)</td>
</tr>
<tr>
<td>Provision for bad debts</td>
<td>5,811</td>
<td>5,285</td>
<td>(526)</td>
<td>6,344</td>
<td>533</td>
</tr>
<tr>
<td>Interest</td>
<td>1,736</td>
<td>1,757</td>
<td>21</td>
<td>1,667</td>
<td>(69)</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>7,668</td>
<td>8,158</td>
<td>490</td>
<td>5,095</td>
<td>(2,573)</td>
</tr>
<tr>
<td><strong>Total Operating Expenses</strong></td>
<td><strong>137,103</strong></td>
<td><strong>135,366</strong></td>
<td><strong>(1,737)</strong></td>
<td><strong>123,546</strong></td>
<td><strong>(13,557)</strong></td>
</tr>
<tr>
<td><strong>Income (Loss) from Operations</strong></td>
<td><strong>470</strong></td>
<td><strong>3,443</strong></td>
<td><strong>(2,973)</strong></td>
<td><strong>3,548</strong></td>
<td><strong>(3,078)</strong></td>
</tr>
</tbody>
</table>

### Non-operating revenues & expenses

<table>
<thead>
<tr>
<th></th>
<th>FY2010</th>
<th>FY2009</th>
<th>FY09-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contribution income</td>
<td>143</td>
<td>50</td>
<td>93</td>
</tr>
<tr>
<td>Investment income</td>
<td>1,235</td>
<td>901</td>
<td>334</td>
</tr>
<tr>
<td>Other</td>
<td>293</td>
<td>242</td>
<td>51</td>
</tr>
<tr>
<td>Net cumulative unrealized gains transferred to trading securities</td>
<td>1,143</td>
<td>750</td>
<td>393</td>
</tr>
<tr>
<td><strong>Total Non-Operating Revenue &amp; Expenses, Net</strong></td>
<td><strong>2,814</strong></td>
<td><strong>1,943</strong></td>
<td><strong>871</strong></td>
</tr>
<tr>
<td><strong>Excess Revenues Over Expenses</strong></td>
<td><strong>3,284</strong></td>
<td><strong>5,386</strong></td>
<td><strong>(2,102)</strong></td>
</tr>
</tbody>
</table>

### Sources of Revenue by Payor FY 2010

- Medicare 37%
- Medicaid 20%
- Commercial 16%
- Contracted Commercial 13%
- Supplies & Other Expense 15%
- Depreciation/Interest Expense 4%
- Operating Margin 0%
- Charity Care 1%
- Deduction from Revenue 42%
- Salaries & Wages 28%
- Provision for Bad Debt 2%
- Employee Benefits 8%
- Depreciation/Interest Expense 4%
- Contracted Commercial 13%
- Self-Pay 4%
- Other 3%
- Managed Care 7%

### Uses of Revenue by Payor FY 2010

- Medicare 37%
- Medicaid 20%
- Commercial 16%
- Contracted Commercial 13%
- Supplies & Other Expense 15%
- Depreciation/Interest Expense 4%
- Operating Margin 0%
- Charity Care 1%
- Deduction from Revenue 42%
- Salaries & Wages 28%
- Provision for Bad Debt 2%
- Employee Benefits 8%
- Other 3%
- Managed Care 7%
FY 2010 CVMC strategically flexed its operating margin to implement community needs services

Coming from a financially strong FY 2009, Central Vermont Medical Center (CVMC) posted a FY 2010 modest net gain from operations of $470,000. CVMC utilized FY 2010 to implement key community needs services. Building access to primary care services and engaging in the state of Vermont’s Medical Home Program, CVMC began setting the necessary financial and operational foundations as the organization segues into healthcare delivery systems responsive to federal and state healthcare reform initiatives.

CVMC did surpass FY 2009 net patient revenues by 8% reflecting the opening of the National Life Cancer Treatment Center with Radiation Oncology services and additional physicians and medical group practices aligned with CVMC in 2010. However, CVMC’s net patient revenue (1.5% less than budgeted) was challenged by a lower than budgeted volume reflective of the region’s economy and net reductions in the Medicaid tax and payment program and insurance risk products, and shift in payor mix. Other operating revenue grew during 2010 and exceeded budget by $970,000 (63%) which reflected new sources of revenue including additional unbudgeted grant funds.

Total Operating expenses were also higher than budget by 1.2% ($1,737,000) primarily due to CVMC’s Defined Benefit Pension Plan expenses which escalated two-fold over two years being impacted significantly by a historically low discount (measurement) rate and the acceleration of regulatory funding thresholds. Cost containment measures and decreased volumes in services kept non-salary expenses well below budget by $1,170,000 or 3% which counterbalanced strategically directed new spending for acquired physician practices and providers, as well as new positions for the unbudgeted grant programs. Bad Debt expense increased in proportion to the increase in net patient services revenue.

Investment results were above budgeted expectations which aided in keeping CVMC’s total margin percentage consistent over the past two years. Investments from CVMC’s endowment funds were used to fund CVMC’s palliative care program and Woodridge Rehabilitation and Nursing’s operations.

CVMC’s balance sheet remained strong, as evidenced by positive trends of all liquidity ratios from FY 2009; the most significant gain included 10 additional Days-Cash-on-Hand from FY 2009.

Many of the initiatives CVMC started planning for during FY 2010 will result in future operational efficiencies: approval of Certificate of Need project for In-house MRI services which opened April 2011; Medicare and Medicaid Meaningful Use Incentive Programs with certifying Electronic Healthcare Record (EHR) technology—a six year process through 2015; conversion of the Defined Benefit Pension Plan to a Defined Contribution Plan scheduled to change during FY 2012; and affiliation discussions with Vermont hospital(s) to commence FY 2012.

CVMC is committed to maintaining a strong financial position to enable the organization to deliver high quality care, as well as attract and retain talented staff with innovative ideas in this new era of healthcare delivery and payment.
“The addition of Dr. Fram and Radiation Therapy, improvement in social services, and the involvement of American Cancer Society volunteers, along with other supportive modalities, have substantially improved our cancer program at CVMC.”

Dr. John Valentine, MD at Mountainview Medical
CANCER CARE AT CVMC

Central Vermont Oncology at Mountainview Medical
National Life Cancer Treatment Center
Surgeons at CVMC
Patient Support Services at CVMC

Today, patients in central Vermont are benefiting from our team of specialists who work together to foster a collaborative environment and coordinated approach to cancer care that offers patients the best treatment plans possible.

This past year, Montpelier resident Wanita Raspe received all of her breast care, from her screening mammogram to her final radiation treatment, here at CVMC. This simple statement, years in the making, is a milestone for patients seeking cancer care in central Vermont.

“The addition of radiation oncology at CVMC has made us a comprehensive cancer care center,” remarked CVMC general surgeon Dr. Mark Crane. Previously, patients received their diagnostic, surgical and medical oncology services at CVMC but would then have to travel long distances to receive radiation treatments at a different hospital, in unfamiliar surroundings.

According to CVMC Chief Operating Officer Nancy Lothian, the opening of the National Life Cancer Treatment Center has had a tremendous impact on the continuum of care provided to patients. “The proximity of surgical, radiation and medical oncology services in adjacent buildings has greatly enhanced the flow of information and collaboration among our physicians, which has obvious benefits to our patients. Our physicians know exactly where the patient is and what the patient needs are during every step of their treatment process.”

While physicians follow national guidelines and treatment protocols that have been carefully established through years of clinical trials, choosing the right combination of treatments requires the cooperative efforts of many specialists. At CVMC, a multidisciplinary team consisting of surgeons, medical oncologists, radiation oncologists, pathologists, diagnostic radiologists, nurses and technicians meets twice a month to consult on patient care and establish treatment plans that provide patients with the most favorable outcome possible.

Medical Oncology (top) Central Vermont Oncology at Mountainview provides all aspects of medical oncology care and outpatient infusion services for adults with cancer and blood-related diseases. Services include chemotherapy and non-chemotherapy infusions, management of pain and other side effects, clinical trials and genetic testing.

L to R: Elaine Owen, Oncology APRN; Cathy W. Rousse, LICSW; Brandi Jagemann, American Cancer Society volunteer; Karen McQuesten, Clinical Research Coordinator; Theresa Lever, M. Ed., Patient Navigator; John Valentine, MD, Medical Oncology; Wendy Herring, Certified Oncology RN; Linda Comstock, Office Supervisor; David Ospina, MD, Hematology and Medical Oncology.

Radiation Oncology (bottom) Our Radiation Oncology team at the National Life Cancer Treatment Center is committed to compassionate patient care using the latest radiation therapy technology and treatments available.

Back, L to R: Trisha Hunt, RT(T); Pamela Fournier, RN; Daniel Fram, MD; Lorne Church, RT(T); Kenneth Wohlt, DABR. Middle: Theresa Lever, M.Ed; Carey Rounds, LNA; Cathy Lash, CTR, Front: Ellen Thompson, CMD, RT(T); Katie Roy, RT(T); Nikki Moreau, Medical Secretary/Coder; Michelle McIntyre, Medical Secretary (Ashley Rivers, RT(T) not shown.)
“We have a great community of physicians, passionate about the care of their patients and who work together to provide the best cancer care possible.”

Dr. Mark Crane, CVMC general surgeon
“The tumor board meetings foster a collegial atmosphere where physicians meet to discuss different cancers and what the best treatments would be,” said Dr. Crane. “We have a great community of physicians, passionate about the care of their patients and who work together to provide the best cancer care possible.”

Moving forward, CVMC is working to earn its accreditation from the American College of Surgeons’ Commission on Cancer (CoC), a nationally recognized consortium of professional organizations dedicated to improving survival and quality of life for cancer patients. A cancer program that receives CoC accreditation has met certain standards in care that ensure its patients have access to the full scope of services required to diagnose, treat, rehabilitate, and support patients with cancer and their families.

“Achieving accreditation from the CoC validates all of the hard work and commitment we have provided here at CVMC for years regarding cancer treatment. In addition the accreditation will open up many more opportunities for collaborative care, research protocols and the ability to offer advanced treatment protocols for various cancers.”

Dr. Ed Ziedins, Berlin General Surgery, physician liaison for CVMC’s anticipated accreditation

To learn more about cancer care at CVMC, go to cvmc.org/cancer.

**Surgical Services** (top) The CVMC team of general surgeons, along with many specialists, offers a wide range of surgical options for patients with breast cancer, colon cancer, gynecological cancers, lung cancer, skin cancer, urologic cancers and more.

L to R: General Surgeons Ed Ziedins, MD; Michael H. Mason, MD; and Mark E. Crane, MD (not in the photo: David Butsch, MD)

**Tumor Board** (bottom) A multidisciplinary team consisting of surgeons, medical oncologists, radiation oncologists, pathologists, diagnostic radiologists, nurses and technicians meets twice a month to consult on patient care.

Back Row, L to R: David E. Angstreich, MD; Mark Crane, MD; John Valentine, MD; Lorne Church, RT(T); Cathy J. Palmer, MD; Ed Ziedins, MD. Front Row: Wendy Herring, RN; Theresa Lever, M.Ed; Michelle McIntyre

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**Our Radiation Oncology team at the National Life Cancer Treatment Center and our Medical Oncology team at Mountainview Medical are committed to compassionate patient care using the latest therapy technologies available today. Mountainview Medical/Central Vermont Oncology and the National Life Cancer Treatment Center received patient satisfaction scores of 95.1% and 97.7%, respectively, in 2010.**
BREAST CARE at CVMC

Today, improvements in early detection and treatment are making it possible for millions of women to survive breast cancer. According to the American Cancer Society, the key to increasing a woman’s chances of long-term survival from breast cancer is early detection through regular breast self-exams, clinical breast exams, and mammograms.

Wanita Raspe found out she had breast cancer during a routine screening mammogram.

“My message to women: Don’t blow off your mammogram; it could save your life.”

The American Cancer Society breast cancer screening recommendations*:

• Clinical breast exams about every three years for women in their 20s and 30s and every year for women 40 and over.
• Screening mammogram every year for women, beginning at age 40.

*Screening guidelines differ for women at higher risks for breast cancer.

Paying for Your Mammogram

CVMC is committed to providing every woman her recommended mammograms. We are assisted in this effort by a generous grant from the Vermont/New Hampshire Affiliate of Susan G. Komen for the Cure. If you need help paying for your mammogram, contact our Patient Navigator, Theresa Lever, at 802-225-5449.

“It was a great experience from start to finish. I cannot say enough wonderful things about Dr. Crane, my surgeon. Dr. Valentine and his people were terrific. And the whole Radiation Therapy team – even Lorne, a Yankees fan! – was fantastic.

Wanita Raspe, Montpelier
Wanita Raspe – Breast Cancer Survivor

Wanita Raspe had a mammogram every year, did self exams, and had no known history of breast cancer in her family. This all changed during the summer of 2009 when she got a call following a routine mammogram. “They didn’t like the looks of it and wanted me to come back in for a sonogram,” recalled Wanita. “In a way, I was lucky. They found the cancer early.”

But lucky was not how Wanita always felt as she found herself hurtling down an unexpected path in life for which she did not own a map. Fortunately for Wanita, she found her compass, her bearings, through her doctors at CVMC.

Wanita immediately set up an appointment with CVMC general surgeon Dr. Mark Crane. “Even though it was just a consultation, after we talked a bit he surprised me by offering to do the biopsy right then and there in his office,” said Wanita. “I didn’t have to wait days or another week for an appointment but just got it over with.”

Dr. Crane’s upfront and straightforward approach was exactly what Wanita needed. “It somehow gave me a sense of well-being,” said Wanita. Wanita found this same style of communication when she met with Dr. John Valentine, her medical oncologist at Mountainview Medical. “Dr. Valentine told me exactly what my treatment options were and the statistics, no beating around the bush. My best odds of being cancer free 10 years from now meant chemotherapy and radiation, so the decision was a no brainer for me.” Cancer free was the destination that Wanita was set on reaching.

Chemotherapy was not easy, and Wanita had her share of bad moments, but she had her support network—her husband, her kids and grandchildren, her friends and her co-workers—and she had the nurses at Mountainview. “Wendy and Elaine couldn’t have taken better care of both me and my husband—this was a tough time for him too,” said Wanita. “By including him in my treatment, making sure that he not only understood everything but was comfortable too, was very important to us.”

And then there were the good moments. One of Wanita’s lovely granddaughters had beautiful long hair. “When I lost my hair, my granddaughter, who was just five at the time, wanted to give me her hair,” remembered Wanita. “My daughter told her that her hair was too young for me, but she decided all on her own that she would donate it anyway to what she called ‘lots of love’ [Locks of Love].”

The final step for Wanita on the road to being cancer free was radiation therapy. “Nothing about cancer treatment is comfortable, but the way Dr. Fram and his staff were so reassuring, explaining and showing me what to expect every step of the way, somehow made me feel comfortable,” said Wanita. When Wanita finished treatment, the entire staff presented her with an award for bravery and courage that they all signed. “They had treated me like family and this final touch really was just heart-wrenching.”

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Wanita Raspe and her Granddaughter (opposite and inset) Wanita Raspe and her granddaughter Hanna, who cut off her beautiful long hair to donate to Locks of Love while Wanita was undergoing treatments.
Wanita Raspe – Breast Cancer Survivor

continued from page 11

For Wanita, who was born and raised in Montpelier; being able to have all of her treatments right here in central Vermont was a huge relief. “Radiation treatments are given every day,” said Wanita. “I can’t imagine having to drive to Burlington; instead, it was just a 10 minute drive up the hill from my home.”

Recently, Wanita went back to see Dr. Fram for a follow-up appointment. “Everyone came out to greet me, give me hugs and tell me how great I looked. While I was feeling good, their enthusiasm just gave me the jolt of confidence I needed to move forward,” said Wanita. “And then Dr. Fram gave me a clean bill of health. What a gift they had all given me.”

At one point during her treatment, a friend of Wanita’s sent her a card with a message inside about the “angels in your life.” This message resonated deeply with Wanita, for despite the emotional and physical rigors she endured over the preceding months, she had met some incredible people along the way. “The whole team that took care of me at CVMC somehow turned this into a positive experience for me,” said Wanita. Today, as a reminder, Wanita carries this card about her angels with her everywhere.

Patient Support Services (below) We believe that the well-being of the whole patient—mind and body—plays an extremely important role during and after treatment. Our cancer team includes social workers, a patient navigator, nutritionists, and rehabilitation therapists who are specially trained to support patients throughout this difficult time. In addition, we offer a variety of stress management therapies, such as Reiki, massage therapy and acupuncture.

Left: Theresa Lever, Patient Navigator at CVMC, helps a patient with research in the Resource Room. Right: Lisa-Anne Loucka, a Reiki massage therapist, treats a patient at the National Life Cancer Treatment Center.
Our Commitment to Patients and Community

For some people, the emotional and financial challenges that come with a cancer diagnosis can become obstacles to getting medical care and even having their basic needs met. “At CVMC, we want to make sure that people get the cancer care they need when they need it. That means working closely with patients to help them overcome these obstacles,” said Theresa Lever, CVMC’s Patient Navigator. “We also use our resources in traditional and creative ways to help reduce their stress and make this difficult time in their lives a little easier.”

If you ask anyone who works with Theresa or has been the recipient of her help, they will tell you that patients are lucky to have her in their corner: “Theresa constantly goes out of her way to meet patient needs,” noted CVMC Chief Operating Officer Nancy Lothian. “She works tirelessly to find rent money, arrange transportation, keep phone bills paid—she makes sure that nothing interferes with a patient’s ability to follow through with their treatments.”

The staff at the National Life Cancer Treatment Center and Mountainview Medical also recognized that their patients’ needs are sometimes so great that the funds available through traditional channels are not always enough. Together, staff established a patient fund, volunteering hours of their time to raise thousands of dollars for the fund and other causes, such as the American Cancer Society’s Relay for Life.

According to Lothian, the fund is just one of many ways our cancer care team has reached out to help patients. “Our staff, who meet and care for these patients at such a vulnerable time in their lives, understand that cancer care goes beyond just medicine and includes the welfare of the whole patient. I am so pleased and proud of the community-minded outreach and spirit demonstrated by our staff. Their commitment to their patients and community is unparalleled.”

Relay for Life (pictured above)
The oncology staff at CVMC reaches out to support our community in many ways. Shown above, 15 staff members from Mountainview Medical and the National Life Cancer Treatment Center, along with family members, raised $2100 for the American Cancer Society’s Relay for Life event held this past June at Montpelier High School.
Improving to Meet Your Needs

The new CVMC Aquatic Wellness Center (top, left)
The center opened in January and includes:
- the only therapeutic temperature (92º - 94º) pool in central Vermont
- Hands-on treatment in the pool by Aquatic Therapy Certified Pool Therapists
- ADA compliant lift for pool access
- In-pool treadmill
- Multi-disciplinary Occupational Restoration (MOR) Work Hardening and Work Conditioning
- Wound Clinic
- Sports and orthopedic physical therapy

MRI (magnetic resonance imaging) (top, right)
The new, state of the art, in-house MRI opened for business in April. This replaces the MRI service offered in a trailer. It is a 1.5 Tesla GE Optima scanner. It has a wider aperture (70cm vs 50 cm) than most scanners. This is specifically designed to allow larger patients and patients who suffer from claustrophobia to feel more comfortable during their procedures (500lbs. weight limit).

The Emergency Department (bottom, left)
The Emergency Department has undergone an extensive renovation process including:
- Seven new treatment rooms with a new nurses station
- Two new psychiatric holding rooms
- A new ambulance garage for FACT (Fletcher Allen Coordinated Transport)
- New covered ambulance unloading zone
- Two new charge nurse desks
- Two new triage rooms
- Two new isolation rooms
- A new check-in desk providing better patient privacy

Avatar 2010 Exceeding Patient Expectations Award (bottom, right)
Central Vermont Medical Center was presented with the Avatar 2010 Exceeding Patient Expectations award, comparing CVMC to more than 400 hospitals across the United States. Accepting the award for CVMC were (L to R) Dixie Mercier, BS, RT (R, CT, MR) Director, Diagnostic Imaging and Chair of the Customer Service Initiative Committee (CSI) and Kelly Holland, Quality and Patient Safety Specialist.
In response to a shortage of primary care providers identified in central Vermont, CVMC recruited and hired 5 primary care doctors and 4 advanced practitioners to serve the central Vermont community.

New Physicians and Advanced Practitioners at both Central Vermont Primary Care (top) and Montpelier Integrative Family Health (bottom) are only 2 examples of CVMC’s primary care practices that are growing to meet the needs of our community.
Our Commitment
to Patients and Community

COMMUNITY BENEFITS

**In fiscal year 2010, Central Vermont Medical Center provided $4.070 million in community benefits as part of our commitment to the health and well-being of our community. Our Community Benefits report below is a snapshot of the various initiatives that CVMC offered or supported throughout the year.**

CHARITY CARE

At CVMC, we make sure that patients receive the care they need, regardless of their ability to pay. Financial counselors at CVMC proactively work with low-income patients, or those identified as uninsured or with high balances, to make sure they get the assistance they need to enroll in one of the state’s programs—Medicaid, VHAP, Dr. Dynasaur or Catamount—or apply for the free or reduced care offered by CVMC. CVMC’s Healthcare Assurance Program provides up to 100% free care based on a patient’s household income and medical bill balance.

**Charity Care: $3,262,805***

*Charity Care does not include:

- Bad Debt Expense:  $5,810,699 (Services for which the hospital expects but cannot collect payment.)
- Medicare Shortfall:  $9,196,000 (Care for the elderly not reimbursed by Medicare.)
- Medicaid Shortfall:  $8,024,000 (Care for medically indigent not reimbursed by Medicaid.)

COMMUNITY BENEFITS PROGRAMS AND SERVICES

**Community Benefits Activities: $807,263**

Total persons directly served through community service programs:  3,200

**Physician Recruitment:**

A shortage of primary care providers is a growing problem in rural areas across the United States. In response to shortages identified in central Vermont, CVMC recruited and hired seventeen new primary care providers. In 2010 alone we added 5 new primary care doctors and 4 new Advanced Practitioners to serve the central Vermont community. Our recruitment efforts allowed our primary care practices to open to new patients—each new primary care physician provides access to at least 100 patients per year. As they get more established they provide for about 1600 patients per year.

**Health Professions Education**

Over 50 students pursuing a variety of professional health professions were trained by our physicians, nurses, diagnostic imaging technologists, physical therapists, medical technologists, phlebotomists, and other health professionals. In addition, over 25 high school students were provided opportunities to “job shadow” many of our health professionals, gaining valuable insight into possible career paths.

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COMMUNITY BENEFITS
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Donations to Community Partners
CVMC made cash and in-kind contributions of over $60,000 to support the efforts of many local organizations that are making a difference in the health and well-being of our community, including the American Cancer Society, American Red Cross, Berlin Volunteer Fire Department, People’s Health & Wellness Clinic, The Health Center, United Way and the Vermont Food Bank.

Community Health Education, Improvement and Support Services
CVMC provided free health education, health screenings and clinical services, ranging from breast cancer and healthy living education to prostate cancer and diabetes screenings. These services benefited over 1,500 members of our community.

Disaster Readiness
CVMC dedicated over 245 hours of staff time and $25,000 in staff and other resources towards the planning and implementation of a major disaster drill in September 2010. CVMC, along with other emergency responders in our community, successfully responded to a disaster scenario eerily similar to recent floodings in central Vermont.

Community Building Activities
CVMC staff members donated over 500 hours of their healthcare expertise to help guide the work of a variety of local organizations by participating on the boards of the Central Vermont Chamber of Commerce, Central VT Health Care Coalition, Central Vermont Substance Abuse Services, Green Mountain United Way, People’s Health & Wellness Clinic, Vermont Dietetic Association, Vermont Ethics Network, Vermont Medical Society Board, and many more.

ECONOMIC IMPACT
Central Vermont Medical Center is a major contributor to the economic health of our region. As the area’s largest employer, we provide jobs and careers to 1,400 full and part-time employees, who earn salaries of $65,513,000.

Volunteerism
CVMC provided meaningful volunteer opportunities to 199 members of our community in 2010. These wonderful volunteers generously served 22,300 hours in various hospital departments, at the National Life Cancer Treatment Center; in Mountainview Medical’s oncology chemotherapy infusion suite, at Woodridge Rehabilitation and Nursing, and in the CVMC Auxiliary Gift Shop and the Bene-Fit Shop in Barre. The estimated dollar value for this contribution of time is $370,000; however, ultimately it is impossible to quantify the talents, compassion and dedication that our volunteers extend to the patients, families and visitors of CVMC. To learn more about volunteering at CVMC, go to cvmc.org/volunteer.

What Is a Community Benefit?
Community benefits are programs or activities that provide treatment or promote health and healing as a response to identified community needs and meet at least one of these objectives:
- Improve access to health care service.
- Enhance the health of the community.
- Advance medical or health care knowledge.
- Relieve or reduce the burden of government or other community efforts.

Source: The Catholic Health Association of the United States.
Vermont and CVMC’s Rising Stars

Vermont Business Magazine (VBM) held its inaugural Rising Stars Award recognition event in November 2010. They acknowledged 40 winners under the age of 40. Award recipients were selected by a panel of judges for their commitment to business growth, professional excellence and involvement in their communities.

“We are thrilled by the response to this initiative to recognize these up-and-coming leaders,” said VBM Publisher John Boutin. “We received many outstanding nominations and the judges had a difficult time getting it down to only 40. Those who believe Vermont is losing its young talent need only look at these incredible individuals. It’s not just about business. It’s also about them making a difference in their communities.”

CVMC was proud to have two of its stars honored: Laura Hubbell, MSW, ACM (left), Program Manager for the CVMC VT Blueprint for Health Integrated Pilot and the CVMC Care Management Department; and Trisha Hunt, RT(T), MBA (right), Radiation Oncology Manager.
Thank You to Our Donors for Your Generous Support

FY2010 ANNUAL FUND
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continued on page 21
“Life is about people helping other people. CVMC offers so many different programs for the uninsured and without donations these programs might not be available.”

Joseph, Diana, Chelsia Stone (and Jon Stone, not shown) of Stone Underground Construction, Barre

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continued from page 20

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“Casella Waste Management is proud to support Central Vermont Medical Center in its efforts to bring the latest in cancer care to Central Vermont. Our employees and customers live, work, and raise their families in the communities that we serve. We believe that access to high quality local health care strengthens communities, while making them a better place to live and work.”

Casella Waste Management

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continued from page 22

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A BIG THANK YOU...

Walter “Skip” Poczobut (left), Senior Vice President for Commercial Banking, and Kathy Shirling (right), Director of Marketing and Community Services, People’s United Bank, present a $15,000 donation to Central Vermont Medical Center. Receiving the check is Judy Tarr, CVMC President and CEO.
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Golfers participating in CVMC’s 9th Annual Fall Foliage Charity Golf Tournament were treated to a beautiful fall day and raised close to $15,000 for CVMC’s Woodridge Rehabilitation and Nursing facility. The Northfield Savings Bank team of Al Flory, Gary McQuesten, Randy LaGue and Chad Bell (shown above, left to right), rallied over the back nine to take home first place honors. CVMC sincerely thanks all of our sponsors who made this day a huge success!

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Jamie Krantz, MD

**Central Vermont Primary Care**
246 Granger Road, Suite 2, Barre, VT 05641
802-225-5810
Lindsay Bigler, PA-C
Joseph Brock, MD
Justin Karlitz-Grodin, MD
Robert Robinson, MD
Pascale Stephani, FNP
Anthony Williams, MD

**Central Vermont Rheumatology**
Mountainview Physicians’ Center, Bldg B
195 Hospital Loop Rd, Suite 2-3, Berlin, VT 05602
802-225-1750
Teresa Fama, MD

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MEDICAL GROUP PRACTICES:
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Central Vermont Women’s Health
130 Fisher Road, Suite 1-4, Berlin, VT 05602
802-371-5961
Roger Ehret, MD
Sheila Glaess, MD
Roger Knowlton, DO
Rebecca Montgomery, CNM
Julie Vogel, MD
Gail Yanowitch, MD

Family Psychiatry Associates
77 Vine Street - Berlin, Barre, VT 05641
802-479-0014
Paul Cameron, MD
Rose Ehret, MD
James Greenleaf, NP
Andrew Koo, MD
Maureen Wilson, LICSW

Green Mountain Family Practice
63 Crescent Avenue, Northfield, VT 05663
802-485-4161
Kevin Crowley, MD
Sarah Davies, MD
Deborah Maloney-Evans, NP, MSN, CNM
Craig Sullivan, MD

Mad River Family Practice
859 Old County Road, Waitsfield, VT 05673
802-496-3838
Francis Cook, MD
Christine Malcolm, FNP, MSN, CNM
Deborah VanDyke, FNP
Nanette Wessel-Kissenberth, DO

Montpelier Integrative Family Health
156 Main Street, Montpelier, VT 05602
802-223-4738
Emily Byrne, FNP
Rima Carlson, MD
Jeremiah Eckhaus, MD
Jennifer Gordon, LICSW
Kathleen Jackman, NP
Monique Karthaus, PA-C
Paul Laffal, MD

Mountainview Medical/Central Vermont Oncology
Mountainview Physicians’ Center, Bldg B
195 Hospital Loop, Suite 3, Berlin, VT 05802
802-225-5400
Nicole Belanger, MD
Peter Dale, MD
Marilyn Hart, MD
David Ospina, MD
Elaine Owen, APRN
Cathy Rousse, LICSW
John Valentine, MD

Mountainview Urology
Mountainview Physicians’ Center, Bldg B
195 Hospital Loop, Suite 2-3, Berlin, VT 05602
802-371-4875
Russell Sarver, MD

Norwich University Health Services
63 Crescent Avenue, Northfield, VT 05663
802-485-2552
Kevin Crowley, MD
Sarah Davies, MD
Craig Sullivan, MD
Deborah O’Hara, PA-C

Waterbury Medical Associates
130 South Main Street, Waterbury, VT 05676
802-244-7874
Richard Burgoyne, MD
William Cove, DO
Jennifer Gelbstein, MD
Alison Hobart, FNP
Christine Payne, MD

From October 2009 to September 2010, all of CVMC’s Medical Group Practices received Patient Satisfaction Rating scores above 90%.
Allergy and Immunology
Mark Lazarovich, MD
William Newman, MD

Anesthesiology
Michael W. Abajian, MD
Maria C. Aveni, MD
Brian L. Calhoun, MD
Andre B. Gilbert, MD
Elke Pinn, MD
Christopher J. Rohan, MD
R. Bradford Watson, MD
Marie L. Zagroba, MD

Dermatology
Janet Y. Hinzman, MD

Emergency Medicine
Philip Brown, DO
Nancy Chickering, MD
Mark Depman, MD
Andrew Felsted, DO
Kalev Freeman, MD
Matthew J. Greenberg, MD
Brenda Healey, MD
David Indenbaum, MD
Javad Mashkuri, MD
M. John Mendelsohn, Jr., MD
John Minadeo, MD
Duane M. Natvig, MD
Janusz W. Porowski, MD
Richard G. Taylor, MD
Peter T. Weller, MD
Joshua T. White, MD
Daniel K. Wilson, DO
Kelvey Wilson, MD

Family Practice
Linda C. Bisson, MD
Timothy E. Burdick, MD
William A. P. Craig, MD
Ruth A. Crose, MD
Kristopher L. Jensen, MD
Richard Katzman, MD
Lise S. Kowalski, MD
John D. Matthew, MD
Dale D. Stafford, MD
Stuart E. Williams, MD

Gastroenterology
Eric Asnis, MD
Andrew B. Minkin, MD

General Surgery
David E. Angstreich, MD
David W. Butsch, MD
Mark E. Crane, MD
Michael H. Mason, MD
Edwards G. Ziedins, MD

Gynecology / Oncology
Gamal H. A. Eltabbakh, MD

Hospitalists
Kristin Burdick, MD
Dean Chapman, MD
David Coyle, MD
Paul Crainich, MD
Nathaniel Madsen, MD
Marvin Malek, MD
Enkhbuyaa L. Mueller, MD
Joachim Mueller, MD
R. Scott Nelson, MD
Matthew Rapp, MD
Syed Sadi Raza, MD
Peter Redford, MD
Dean H. Stephens, MD
Nathaniel Thompson, MD
Jennifer Villa, MD
Jerald A. Ward, MD
Donald Weinberg, MD
Lynn Wilkinson, MD

Internal Medicine
Roger B. Kellogg, MD
Carol A. Vassar, MD
Mark N. Yorra, MD

Neurological Surgery
Ryan P. Jewell, MD
Paul L. Penar, MD
Bruce I. Tranmer, MD

Occupational Medicine
William Boucher, MD
Susan Olsen, MD

Osteopathic Manipulation
James Gaydos, DO
John Peterson, DO

Ophthalmology
G. Andrew Boush, MD
Armando J. Coello, MD
Mark Iverson, MD
Wichard Van Heuven, MD

Oral & Maxillofacial Surgery
Jimmy L. Culver, DDS
Jeffrey W. Glosser, DDS
Bradford M. Towne, DMD

Orthopedic Surgery
Brian Aros, MD
Christian H. G. Bean, MD
Christopher M. Meriam, MD

Otolaryngology
J. Gary Rose, MD

Pathology
Cathy J. Palmer, MD
Brian T. Travis, MD

Podiatry
Michael Guerra, DPM

Psychiatry
Stuart Graves, MD
Francis Kalibat, MD
Sreenivas Katragadda, MD
Ryosuke Kawatsuiji, MD
Donna M. Kiley, MD
Casey Patunoff, MD
Jesse Ritvo, MD
J. Scott Stone, MD
Peter Thomashow, MD

Pulmonary Medicine
Anf Khan, MD

Radiology, Diagnostic
James R. Chandler, III, MD
Robert D. Johnson, MD
Charles N. Pappas, MD
Joseph S. Pekala, MD

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Radiation Oncology
Daniel K. Fram, MD
Havaleh M. Gagne, MD
Ruth Heimann, MD
Thomas A. Roland, MD
Deborah Rubin, MD
H. James Wallace, III, MD

Urological Surgery
Michael J. Zahm, MD

Physician Assistants
Martha J. Allen, PA-C
Ellen Bando, PA-C
Margery E. Bower, PA-C
William B. Burton, PA-C
Sarah Bylow, PA-C
Robert Davidson, PA-C
Jessica Fisch, PA-C
Robert E. Hemond, PA-C
Michelle Kearney, PA-C
Jeremy Orr, PA-C
James V. Picone, PA-C
Kim Pierce, PA-C
Monique Salter, PA-C
Scott Alan Small, PA-C
Diane Tabachnick, PA-C

Nurse Practitioners
Amy Brewer, ANP-BC
Barbara Grothe-Penney, ANP-BC
Elizabeth Grupp, MS, APRN, FNP-BC
Alma Mueller, FNP-BC
Maria Puglisi, FNP-BC

Certified Nurse Specialist
James Tautfest, MSN, CNS
ON-LINE REGISTRATION
Central Vermont Medical Center’s hospital has an on-line registration option accessible at www.cvmc.org.

It works similar to other on-line sites. The patient creates a password protected account which will “remember” all of the information entered: name, address, insurance information, information about a specific appointment etc.

When going to a second appointment at a later date, the patient reviews the information submitted previously, makes changes, if any, adds information about the new appointment and submits. A patient can also register on-line for a one-time use without creating a password or saving information.

The first time a patient uses on-line registration and when insurance information changes, he or she will have to stop at registration to have the insurance card scanned. Otherwise, if registered on-line, the patient can go directly to the appointment, totally bypassing registration.

ON-LINE PAYMENT
The CVMC website allows patients to view and pay their bills on-line. PayPal is the vendor for this service, which provides a convenient and secure payment option.

Payment can be made using a PayPal account, or with MasterCard, Visa, Discover and American Express credit and debit cards. Processing of these payments into the billing system will be done electronically to increase efficiency. The system automatically checks the credit card status, which should reduce payment declines and rework. Patients can now make payment anywhere and anytime they have access to the internet.
Central Vermont Medical Center
Central to Your Well Being

130 Fisher Road, Berlin, VT 05602
Mail: PO Box 547, Barre, VT 05641
802.371.4100 / cvmc.org