2013 TIMES ARGUS
BEST OF THE BEST AWARDS

1ST PLACE
Best Hospital or Medical Center

Best Place to Work

Best Senior Living Center
Woodridge Rehabilitation & Nursing

Best Nurse
Donna Leighty, RN

Best Doctor
Margaret Lindsay, MD, Associates in Pediatrics – Berlin

2ND PLACE
Best Doctor
William Gaidys, MD, Associates in Pediatrics – Barre

Best Nurse
Margaret A. Czok, RN, Green Mountain Family Practice

Best Arts Exhibit Venue
CVMC Lobby

CENTRAL VERMONT MEDICAL CENTER
a not-for-profit organization consisting of a community hospital offering a full spectrum of comprehensive inpatient and outpatient care services with 24/7 emergency care, cancer care at National Life Cancer Treatment Center and Central Vermont Oncology, CVMC Rehab Services, Woodridge Rehabilitation & Nursing, and 18 medical group practices.

Visit www.cvmc.org for additional information.
A MESSAGE FROM LEADERSHIP

FAST FACTS & FIGURES

CVMC FINANCIAL REPORT

AWARD WINNING
The Commission on Cancer Accreditation
Top Performer on Key Quality Measures from the Joint Commission
Consumer Reports Award for Hospital Safety
Accreditation by the American College of Radiology
Top Grade from The Leapfrog Group
Five-Star Quality Rating from Center for Medicare & Medicaid Services
Avatar Solutions Award to CVMC Environmental Services Team
Family Medicine Teaching Award
CVMC Provider Named a Rising Star

PLANNING FOR OUR FUTURE
Helping Those in Need
Improving Communication
Promoting Health in the Workplace
Educating for Wellness
LEAP - Employee Wellness
Reducing Our Carbon Footprint
Considering Our Environment

THE ANNUAL FUND
Including National Life Cancer Center,
Central Vermont Oncology, Cardiac Rehab, Woodridge Rehabilitation & Nursing and the CVMC Fall Foliage
Charity Golf Tournament

CVMC Board of Trustees, Officers, Committees and Advisory Members

CVMC Medical Group Practices
Additional Medical Staff
A MESSAGE FROM LEADERSHIP

This annual report is dedicated to our selfless and hardworking employees, physicians and volunteers who have made Central Vermont Medical Center into an award winning institution.

What does it take to be an outstanding hospital, medical group, cancer center and nursing facility? It takes many years of passionately striving to be the very best, continuously raising the bar and never being satisfied with just being “good enough.” It takes a team of highly skilled and dedicated employees and physicians who provide not only the best medical care possible but take care of the emotional, psychological and spiritual needs of our patients, residents and families as well. It is all about going “above and beyond” 24 hours a day, 7 days a week. It is about treating our patients just like we would our own family (and many times our patients are our family members). It is a single-minded drive and determination to excel in everything we do – from the food that is served in our MountainView Café to the clean and shiny floors of the hospital, from the compassionate care we provide all our residents and patients, to the greetings and smiles we give to everyone who walks through the door.

Our community has noticed the positive changes at CVMC. Every week we receive letters, cards, and emails from patients, families, visitors and residents who are exceedingly grateful for the high quality care they’ve received. As important, however, are the remarks on how we are treating you with courtesy, respect and kindness. These letters, cards and emails are important to our staff – it gives them inspiration and the encouragement to continue to exceed your expectations. Thank you for sending them.
Over the past couple of years CVMC has been nationally recognized by several outside groups. We have excelled in patient satisfaction as a top performer in several key national quality measures and we passed with commendations our accreditation test for cancer care. Consumer Reports ranked us #1 in Vermont, #1 in the Northeast and #4 in the entire nation for patient safety in 2012.

Our sincerest thanks to our talented and capable work force, our brilliant and caring medical staff, and our committed and engaged trustees and volunteers.

Our job is never finished. We are not perfect, but we promise you that we continue to strive for perfection 24 hours of every day, 365 days of every year.

Thomas Robbins    Judy Tartaglia  
Chair, CVMC Board of Trustees    CVMC President and CEO
Central Vermont Medical Center is one of Vermont’s top 10 service firms and one of Vermont’s top 10 largest employers.*

CVMC employs 1536 full, part-time and per diem people at Central Vermont Medical Center’s hospital, National Life Cancer Treatment Center, CVMC Rehabilitation Services, eighteen medical group practices and Woodridge Rehabilitation and Nursing.

Our 183 volunteers served 23,210 hours.

There are 163 physicians practicing in central Vermont, providing care from their private practices, as well as from CVMC’s eighteen community-based medical group practices and the hospital. / This includes Active and Associate physicians and all CVMC Hospitalists. / There are an additional 20 consulting physicians from Fletcher Allen Health Care (FAHC) and Dartmouth Hitchcock Medical Center (DHMC) who have privileges and see patients here occasionally. / There are 5 moonlighting psychiatric residents from FAHC/DHMC.

There were 29,318 patient visits to the emergency department.

Over 3,800 inpatient and outpatient surgeries were performed.

382 babies were born at CVMC’s Garden Path Birthing Center.

There were 4,565 hospital admissions, including observations.

CVMC contracts with Deaf Talk. / This service provides on-demand, 24 hour-a-day American Sign Language video-interpreting via a wireless mobile video unit which can be wheeled anywhere within the hospital.

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

* Source: Vermont Business Magazine 2012 Book of Lists
### FY 2012 PROFIT / LOSS REPORT

<table>
<thead>
<tr>
<th>Unrestricted revenues:</th>
<th>FY2012 ACTUAL</th>
<th>FY2012 BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Patient service revenue, net contractual adjustments and discounts</td>
<td>147,430</td>
<td>147,556</td>
</tr>
<tr>
<td>Less: provision for bad debts</td>
<td>(5,883)</td>
<td>(5,943)</td>
</tr>
<tr>
<td><strong>Net patient service revenue</strong></td>
<td>141,547</td>
<td>141,613</td>
</tr>
<tr>
<td>Other operating revenue</td>
<td>9,436</td>
<td>6,059</td>
</tr>
<tr>
<td><strong>Total operating revenues</strong></td>
<td><strong>150,983</strong></td>
<td><strong>147,672</strong></td>
</tr>
</tbody>
</table>

### Operating expenses:

<table>
<thead>
<tr>
<th></th>
<th>FY2012 ACTUAL</th>
<th>FY2012 BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>73,469</td>
<td>71,638</td>
</tr>
<tr>
<td>Benefits</td>
<td>24,141</td>
<td>23,938</td>
</tr>
<tr>
<td>Supplies and other expenses</td>
<td>37,992</td>
<td>37,742</td>
</tr>
<tr>
<td>Interest</td>
<td>1,557</td>
<td>1,612</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>8,946</td>
<td>8,944</td>
</tr>
<tr>
<td><strong>Total operating expenses</strong></td>
<td><strong>146,035</strong></td>
<td><strong>143,874</strong></td>
</tr>
<tr>
<td><strong>Operating margin</strong></td>
<td><strong>4,948</strong></td>
<td><strong>3,798</strong></td>
</tr>
</tbody>
</table>

### Non-operating revenues & expenses:

<table>
<thead>
<tr>
<th></th>
<th>FY2012 ACTUAL</th>
<th>FY2012 BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contribution income</td>
<td>270</td>
<td>50</td>
</tr>
<tr>
<td>Investment income</td>
<td>792</td>
<td>911</td>
</tr>
<tr>
<td>Other</td>
<td>89</td>
<td>359</td>
</tr>
<tr>
<td>Net cumulative unrealized (loss) gains transferred to trading securities</td>
<td>–</td>
<td>750</td>
</tr>
<tr>
<td><strong>Total non-operating revenue &amp; expenses</strong></td>
<td><strong>1,151</strong></td>
<td><strong>2,070</strong></td>
</tr>
<tr>
<td><strong>Net excess of revenues over expenses</strong></td>
<td><strong>6,099</strong></td>
<td><strong>5,868</strong></td>
</tr>
</tbody>
</table>

### SOURCES OF REVENUE BY PAYOR FY2012

- Medicare 39%
- Medicaid 20%
- Commercial 17%
- Contracted Commercial 11%
- Managed Care 8%
- Self-Pay 3%
- Other 2%

### USES OF REVENUE BY PAYOR FY2012

- Salaries & Wages 27%
- Employee Benefits 9%
- Depreciation/Interest Expense 4%
- Supplies & Other Expenses 14%
- Charity Care 1%
- Provision for Bad Debt 2%
- Deduction from Revenue 42%
- Operating Margin 1%
Comprehensive cancer care includes access to clinical research trials, and CVMC’s 2012 rate of participation in trials, which exceeded the CoC standard, earned CVMC a commendation.

Among 2012’s cancer program quality improvements: adding an on-site registered dietitian / increasing oncology patients’ access to rehab services / and providing outpatient palliative care services.

Partnerships with the American Cancer Society and Vermonters Taking Action Against Cancer, and a $50,000 grant from Susan G. Komen for the Cure allowed expanded cancer services from screening to survivorship: In 2012, 380 hours of Reiki massage and acupuncture were provided at no charge to patients. / Over $12,000 from the Patient Fund was used for patients’ emergency and special needs. / On a beautiful Sunday in June the cancer center celebrated their first National Cancer Survivors Day with guest speakers Liz and Tom Slayton.

For the complete 2012 Cancer Program report, go to our website: www.cvmc.org/cancer-care.
“Life’s challenges are not supposed to paralyze you; they’re supposed to help you discover who you are.”

Bernice Johnson Reagon

“My cancer diagnosis was certainly a speed bump in my life’s journey, yet the superlative care and heart-warming compassion provided to me by the Mountainview Medical Oncology and CVMC Radiation Oncology ‘family’ enabled me to face my fear and embrace the tasks of chemotherapy and radiation. Through Dr. Fram’s connection I met a compatriot in the journey and Anne inspired many of my daily steps back to wellness. I suspect we both felt medically cared for by our doctors and nurses, yet for me it was the ‘personal touch’ by these professionals that carried me forward each and every treatment. Our shared laughter, a comforting hug and a ‘you can do it’ countdown to ‘ring the bell’ completion of treatments maintained my focus on the prize of wellness. I’m grateful for the unexpected yet highly valued connection to my new-found friend and for the inspiration and care that enabled me to rally to this challenge.”

Kathy Murphy-Moriarty

Photo: Kathy Murphy-Moriarty rings the bell at the National Life Cancer Treatment Center signifying the end of her treatment. From left: Kathy’s coach and mentor, former patient Anne Batten; Lorne Church, RTT, Team Leader; and Pamela Fournier, RN, OCN applaud her. Inset: Kathy and Pamela Fournier share a heart-felt hug. Radiation Oncology patients generally come for treatments five times a week for six weeks and become close to the amazing staff members who care for them.
TOP PERFORMER ON KEY QUALITY MEASURES
CVMC received this national recognition from The Joint Commission, the leading accreditor of health care organizations in America. CVMC was recognized for exemplary performance in using evidence-based clinical processes that are shown to improve care for certain conditions.

Advances in medical technology as well as surgical techniques have made it possible for most surgeries to now be performed on a same day (or outpatient) basis. Eighty percent of procedures done at CVMC are on a same day basis.

Photo, from left: Patrick Sullivan, RN; Eduards Ziedins, MD; Louis Merriam, MD and Pam McMahon, RN performing surgery in one of CVMC’s five operating rooms. Surgical Services at CVMC include Inpatient Surgery and Same Day Surgery.
CVMC’s Infection Prevention and Control Department reported outstanding 2012 statistics for the hospital: The pneumonia rate per 1,000 patient days: 0.5. / Post-op pneumonia rate: 0.15 per 100 procedures. / Catheter-associated urinary tract infections: 2.0 per 1,000 device days. / VRE rate (vancomycin-resistant enterococci) per 1,000 patient days: zero. / Rate of C. difficile (Clostridium difficile) per 1,000 patient days: 0.5. / Rate of MRSA (Methicillin-resistant Staphylococcus aureus) per 1,000 patient days: 0.2. / Rate of ESBL (Extended-Spectrum Beta-lactamase) per 1,000 patient days: zero. / There were no central-line associated blood stream infections. / There was one ventilator-associated pneumonia in 2012 – the first since 2008.

Photo: Cathi Dages, RN, CIC (left) and Erica Baker, RN of CVMC’S Infection Prevention and Control Department, demonstrate the proper 40-60 second hand washing procedure established by the World Health Organization.
ACCREDITED AS A QUALITY INDICATOR

CVMC’s Diagnostic Imaging Division of MRI (magnetic resonance imaging) achieved accreditation from the American College of Radiology. The MRI service is now ACR Accredited as a Quality Indicator for this service line for a period of three years.

The ACR accreditation is a standard of excellence that speaks to both the credentials of the staff operating the highly sophisticated MRI unit and interpretation of the complex images by our Board Certified Radiologists. CVMC’s wide-bore MRI is specifically designed to allow larger patients and patients who suffer from claustrophobia to feel more comfortable during their procedures.

Photo: Erin Aja, RT(R)(CT)(MR), Lead MRI Technologist, monitors her patient while using the MRI computer to attain the images requested by the patient’s physician.
GRADE A IN PATIENT SAFETY
CVMC is among a select group of hospitals to receive an “A” in patient safety from this leading healthcare and safety organization. Less than a third of all hospitals rated by The Leapfrog Group received this exceptional distinction.

“Rounding” is a proactive practice CVMC nurses use to better anticipate and meet their patients’ needs. Visiting patients on a regular basis throughout the day reduces call-light usage and increases patient satisfaction. Consistent patient room visits also give nursing staff time with each patient and demonstrate their continued interest in the patient’s well-being.

**Photo, from left:** Travis Barcelow, RN; Jackie Bisson, RN; Alyssa Atkins, LNA and Mary Viens, LPN discuss patients on 2 South during mid-afternoon rounding.
WOODRIDGE REHABILITATION AND NURSING WINS 5 STARS

The Five-Star Quality Rating System helps consumers, their families, and caregivers compare nursing homes more easily. Nursing home ratings are taken from three sources of data: Health Inspections, Staffing, and Quality Measures.

The Five-Star Quality Rating System also helps identify the areas within a nursing home you may want to inquire about. The Nursing Home Compare website features a quality rating system that gives each nursing home a rating of between 1 and 5 stars. Woodridge Rehabilitation and Nursing, rated with 5 stars, is considered to have much above average quality (CMS.gov). Photo: Kathleen Hurley, RN checks on resident Howard Kenyon. Respect and compassion are the hallmarks of care at Woodridge.
HONORABLE MENTION FOR INNOVATION
Avatar Solutions, a leading provider of Patient Surveys, granted CVMC Environmental Services this award at the 2012 Innovation Awards. Avatar was also impressed with Environmental Services high patient satisfaction score of 81% for 2012.

Rachel Tuthill and her capable team (above) won this award by creating an innovative “Glitter Bug Testing” program to test the cleanliness of patient rooms after they have been cleaned by a team member. Glow Germ Lotion is painted on high touch surfaces in the room prior to cleaning. The room is then inspected with a black light to determine if it was properly cleaned. This award puts Rachel and her team in the highest tier for patient satisfaction for environmental services in the country.
Dr. Christine Payne (left), a provider for CVMC’s Waterbury Medical Associates (WMA) confers with University of Vermont (UVM) medical student Jeanne Gosselin. WMA received the Family Medicine Teaching Award in recognition of their excellence in teaching medical students and their commitment “above and beyond” the standard contributions to UVM’s teaching programs. Waterbury Medical Associates consistently provides a high quality educational environment for UVM students.
SARAH DAVIES NAMED 2012 RISING STAR

Each year Vermont Business Magazine honors Vermont’s most accomplished young leaders as Rising Stars. The winners, all under the age of 40, are selected by a panel of judges for their commitment to business growth, professional excellence and involvement in their communities.

Sarah Davies, MD joined CVMC’s Green Mountain Family Practice in 2011. She is Physician Lead for the Patient Centered Medical Home initiative and teaches medical students who come to Vermont to experience primary care in a rural healthcare setting. Dr. Davies immediately immersed herself into the Northfield community. A former college volleyball player at Johns Hopkins, Sarah sought the opportunity to be the Assistant Volleyball Coach for the women’s team at Norwich University.
FREE CARE

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 Health-care Assurance Program provides up to 100% free care based on a patient’s household income and medical bill balance.

Free Care: $3,610,800*  **

*Free Care does not include:
Bad Debt Expense: $5,070,300** (Services for which the hospital expects but cannot collect payment.)
Medicare Shortfall: $5,301,400 (Care for the elderly not reimbursed by Medicare.)
Medicaid Shortfall: $8,740,700 (Care for medically indigent not reimbursed by Medicaid.)

**Gross Charges

Community Benefits Activities: $449,073
Community benefits are programs and services designed to improve health in communities and increase access to health care. These include community health education, improvement and support services, education of healthcare professionals, and cash and in-kind donations to community organizations.
IMPROVING COMMUNICATION

Our commitment to digital technology has transformed the way health care is delivered by allowing collaborative and coordinated delivery of patient care.

Rheumatologist Dr. Teresa Fama of Central Vermont Rheumatology and Internist Dr. Nicole Belanger (right) of Mountainview Medical, both members of Central Vermont Medical Group, review a patient case in the medical group’s electronic health records (EHR). Using EHR allows clinicians easy access to patient records anywhere and anytime. The effective use of EHR better facilitates coordination and delivery of care, improving patient access, satisfaction and outcomes.
LEAP: Live Actively, Eat Well, Achieve Health, Participate

Our goal is to improve the health and well being of our community through health education and by supporting positive lifestyle changes that will result in improved productivity and morale and decreased health care costs.

LEAP Wellness, a program created to improve the health and well being of the CVMC community, strives to create a supportive environment that offers employees a variety of resources to help make healthy lifestyle choices every day. Programming is designed to engage employees in activities that will reduce overall health risks – including physical activity, proper nutrition and weight loss, and work/life balance. Large photo: Monica with her CVMC wellness team and (inset) team members on the new fitness trail that is approximately one mile in length and consists of two loops through CVMC’s wooded landscape, with easy to moderate difficulty.
PROMOTING HEALTH IN THE WORKPLACE
Partnering with Blue Cross Blue Shield of Vermont, CVMC conducted employee health risk assessments and followed up with a variety of risk reduction programs.

“Vermont companies get it. Healthier employees create healthier families, healthier communities and a healthier state,” noted Governor Peter Shumlin at the 2013 Worksite Wellness Awards.

Large photo: CVMC, represented by Employee Health Nurse Monica Urquhart and Human Resources Vice President Robert Patterson with the Silver 2013 Worksite Wellness Award. Large photo: Monica Urquhart and Robert Patterson pose with Vermont Governor Shumlin and the Vermont Health Commissioner Harry Chen, MD upon receiving the Silver Award.
EDUCATING FOR WELLNESS
Our goal is also to support our community whenever possible by using locally grown products and educating the CVMC community about good nutrition and healthy food choices.

Diet Technician Rose Pelchuck (inset) toured the greenhouses at Screamin’ Ridge Farm in East Montpelier with farmer Joe Buley. This small, diversified organic farm produces vegetables year-round with unheated passive-solar greenhouses and sunny days during winter months and with field and greenhouse crops in the summer. In an effort to serve local foods CVMC serves Screamin’ Ridge Farm’s cold tolerant winter lettuces. Large Photo: Lyndsay Christman (left) and Marilyn Murphy prepare fresh fruit for the popular fruit and yogurt bar. Cutting fresh fruit every day has caused a huge jump in sales on the fruit and yogurt bar. CVMC is using a ripening rack to allow fruits to ripen before they are served.
REDUCING OUR CARBON FOOTPRINT
CVMC’s awareness and implementation of energy efficient policy has profoundly reduced annual electricity use, fuel consumption and CO2 emissions.

Richard Morley (left), CVMC Vice President of Support Services; and Tim Perrin, Key Account Manager at Efficiency Vermont, are shown next to the McQuay Templifier, which recovers waste heat from the hospital’s chiller system and uses it to provide hot water during the summer months. This system will curtail annual CO2 emissions by 1,050,000 lbs (525 tons) and reduce energy cost by $189,000 each year. Prior to installation CVMC’s successful Energy Savings Initiative cut annual electricity use by 717,000 kilowatt-hours and fuel oil consumption by 10,400 gallons per year. This initiative led to a 4.8% reduction in annual energy consumption for hospital operations, slashing carbon emissions by 490 tons annually with an expected lifetime reduction of 4,470 tons of CO2.
CONSIDERING OUR ENVIRONMENT
Along with an emphasis on zero sort recycling, CVMC composes food waste which has the added benefit of contributing to environmental health by improving the soil.

According to the Hazardous Waste and Organics Collections program manager at CVSWMD (aka “Zero Waste Central”), in FY 2012 CVMC increased their diversion efforts by about 18% compared to FY 2011. CVMC composted 67,430 lbs or 33.715 tons. For comparison, in 2011 CVMC composted 57,090 lbs or 28.545 tons.

Large photo, from left: Bob Freeman, Central Vermont Solid Waste Management District (CVSWMD) Field Assistant; Shawn Wolf, CVMC Kitchen Supervisor; and Ted Coles, CVSWMD Field Assistant proudly standing in front of the truck that picks up CVMC’s composting materials.
Inset: Shawn Wolf displays compost that’s ready to return to the soil.
2012 ANNUAL FUND

represents donations made in FY2012: October 1, 2011 to September 30, 2012

PACESETTER ($50,000 - $249,000)
Albert & Ruth Johansson Irrevocable Trust

MAJOR GIFTS ($25,000 - $49,999)
Melissa Andrews Estate
For advances in Respiratory Therapy

CORNERSTONE ($10,000 - $24,999)
Alice Schwendler CLAT

NEW MILLENIUM ($5,000 - $9,999)
Mary Williams

LEADERSHIP ($1,000 - $2,499)
Percy and Virginia Black
For Rose Black Nursing Scholarship
in memory of Rose Black
Carmen Beck
Philip A. Brown, DO and Lynn J. Brown
Concept2, Inc.
Mark and Robin Nicholson,
Nicom Coatings Corporation
Tom and Heidi Pelletier
Paul and Judy Tartaglia
Stuart Williams, MD and Sarah E. Williams

PATRON ($500 to $999)
Patricia Passmore Alley
Robin Garcia
In memory of Louis Garcia, Jr.
Michelle Heezen
Cheyenne Holland
Nancy Lothian and Penny Lowery
Tom and Charlotte MacLeay
Donald R. Provasi
In memory of Diane Provasi Lewis
Alban and Margaret Richey
Swenson Granite Company
Alison and Paul White, Jr.

BENEFACTOR ($200 to $499)
David and Enid Angstreich
Bates & Murray, Inc.
In memory of Ronald J. York
Bond Auto Parts
In memory of Janice Cody
Albert and Katherine Borne
Bourne’s Energy
Tim Burdick, MD and
Kristin Burdick, MD
In memory of Dr. Fred Fries
James and Deborah Burke
William and Cynthia Catto
Andrea and James Chandler
Peggy Arthur and Alan Cheever
Jane and Peter Dale

Carole S. Demag
In honor of Stuart Williams, MD
and all of the staff at CVMC
Calvin and Lois Haseltine
In memory of Priscilla Haseltine
Petit and Tacy Haseltine Neri
Peter and Mary Hood
Susan Kruthers
L-3 Communications
In memory of Janice Cody
Ron and Delina Loati & Family
Stewart and Sheila McLean,
McLean Electric
Ken and Carol Merrill
Northfield Savings Bank
In memory of Janice Cody
John R. Ordway and Molly Power
Dr. and Mrs. William R. Schillhammer
Chris Conti, Simply Delicious of Vermont
In memory of Charles & Ellen McCarthy
Roger Stone
Bruce and Susan Talmadge
Audrey and Don Walker

CENTURY ($100 TO $199)
Lawrence and Janice Abbiati
Gary and Blanche Adamski
Gladys Agell
Rosalie and William E. Allard, Jr., MD
George and Judith Anderson
In memory of Janice Cody
Jack and Kathleen Barnes
Benoit Electric Inc.
In memory of Janice Cody
Charles and Barbara Bohn
William Brundage, MD and
Ms. Lisa Scagliotti
Priscilla W. Carr, MD
Michael and Anne Cassidy
Conrad and Bettie Cody
In memory of Janice Cody
Jennifer Coscia
In memory of Alice & Brian Dermody
Katherine Curley
John and Cynthia Curran
In memory of Janice Cody
Barbara Donnelly
Wanda Estrada
Wally and Laurel Farnum
Joseph and Barbara Fernandez
Barbara S. Fritjofson
Iris and Kenneth Hurd
K. Steward Gibson
Phyllis T. Gladding  
_In memory of George Gladding_
C.O. Granai, Jr., MD and Loraine Granai
Gravel & Shea, Attorneys at Law  
_In memory of Janice Cody_
Merile Guillette and Francoise Grenier
Warren and Barbara Hagy
Marian Hanchett
John and Jennifer Handy  
_In memory of Janice Cody_
John and Joan Harding  
_In memory of Janice Cody_
Calvin and Lois Haseltine  
_In memory of Priscilla Haseltine Petit_
Margery and Jud Hudson  
_In memory of Janice Cody_
Roger Knowlton, DO and  
Lorinda Knowlton
Paul D. Laffal, MD
Niels and Doris Larsen
Edward and Sally Leszko
Lowery’s Auto Sales  
_In memory of Janice Cody_
Steven and Claudia MacKenzie
Jim and Daria Mason  
_In memory of Janice Cody_
Patricia B. McHugo
John and Joy Mega  
_In memory of Janice Cody_
Roger and Julia Morgan
Richard and Patty Morley
A. Douglas Nadeau
Gary and Bonnie Nenninger  
_In memory of Janice Cody_
Richard and Patricia Ann Oden
Robert and Barbara Patterson
Judy Peterson  
_In memory of Ronald Peterson_
Robert and Nancy Pope  
_In memory of Janice Cody_
Larry and Sandy Spargo
Flora Stecker
Stone Underground Construction
Peter and Alice Tenbeau
Joel and Kathryn Trupin
Georgia Valentine
Vermont Mutual Insurance Company  
_In memory of Janice Cody_
Hannah Wasserman
Warren and Anne Williams

**SUPPORTER ($1 TO $99)**
Betty Anderson  
_In memory of Robert M. Anderson_
Army Aviation Association of America, Inc.  
_In memory of Janice Cody_
Deborah Balserus  
_In memory of Janice Cody_
Susan Bauchner
Dennis and Joyce Beaudin  
_In memory of Janice Cody_
Charles and Mary Ann Bizzozero  
_In memory of Janice Cody_
Butch and Susan Bouchard  
_In memory of Janice Cody_
Robert and Angela Brault  
_In memory of Ernest (Skip) H. Bancroft, III_
Richard Brochu
James and Maria Broggini
Jere and Elaine Brophy
Frederick and Pauline Brousseau  
_In memory of Janice Cody_
Rob and Holly Buck
Dario and Darcy Caccio  
_In memory of Janice Cody_
Lilli B. Cain  
_In memory of Janice Cody_
Dorothy and Manuel Canas, Jr.  
_In memory of Janice Cody_
Priscilla G. Carpenter
Rita V. Caslani
Louis and Mary Anne Cassani  
_In memory of Janice Cody_
Dean Cerutti and Angela Festa  
_In memory of Janice Cody_
David and Robin Chevalier
Fred Cook  
_In memory of Daniel Roberts, Sr._
Ramond Cota  
_In memory of Janice Cody_
Vivian Curtiss  
_In memory of Richard C. Curtiss_
Sharon A. Cutler  
_In memory of Mervin and Frena Cutler_
Ralph D’Ambrosio  
_In memory of Janice Cody_
Edith Damgaard
James, Donna and Abby Daniels  
_In memory of Janice Cody_
Martha Davis
Stanley and Suzanne Day
Inez and Raymond Dukette, Jr.
Timothy B. Eastlake  
\textit{In memory of David B. Eastlake}
Adrian K. Ferris, Jr.
John and Elizabeth Finnegan  
\textit{In memory of Janice Cody}
Anita Flanagan
John and Sandra Flannery
Paul and Diana Frederick
Ernest and Charlotte Gibson
Esther Gillett  
\textit{In memory of Henry Gillett}
Lorraine C. Glidden
George and Henriette Goodman
Eleanor M. Gowans
Lawrence and Lynda Graham
William and Leslie Haines
Patricia A. Heavner  
\textit{In memory of Janice Cody}
Albert and Pamela Hebert  
\textit{In memory of Janice Cody}
Joanne Henderson  
\textit{In memory of Janice Cody}
Carol Seaver Holt  
\textit{In memory of Janice Cody}
Susan and Daniel Hudson
Audrey Huntington
Richard and Shirley Hurd
Hyman Fine Elementary School
Sunshine Fund  
\textit{In memory of Janice Cody}
Andrew Ivers  
\textit{In memory of Janice Cody}
Lt. Col. and Mrs. Donald G. Jones
Frank Kelley  
\textit{In memory of Irene}
Richard Kibby
Edward and Dona Koenemann
Liz Laferriere
Ed and Karlene Langley  
\textit{In memory of Janice Cody}
Fred and Maureen Larsen
Michael and Suzanne Lif\text{f}  
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The E.F. Wall & Associates team were the 2012 winners. (photo, from left) Don Ennis, Kevin Lord, Mike Kelly and Jim Antell.

According to Dr. Kristin Burdick, who spoke at the reception, “The palliative care service at CVMC enhances quality of life by relieving pain and other physical, psychological, and spiritual symptoms in the population of patients who have advanced illness. We assist patients and families with complicated medical decisions around the goals of a patient’s care.”

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</tr>
</thead>
<tbody>
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</tr>
<tr>
<td><strong>Anesthesiology</strong></td>
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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 Assistant
Martha J. Allen, PA-C
Margery E. Bower, PA-C
William B. Burton, PA-C
Sara Bylow, PA-C
Robert Davidson, PA-C
Jessica Fisch, PA-C
Jacqueline Gallagher, PA-C
Jeremy Orr, PA-C
James V. Picone, PA-C
Kim Pierce, PA-C
Monique Salter, PA-C
Rebecca Savidge, PA-C
Scott Alan Small, PA-C
Kristine Thomas, PA-C

Nurse Practitioner
Amy Brewer, ANP-BC
Sarah Britton, FNP-BC
Barbara Grothe-Penney, ANP-BC
Elizabeth Grupp, FNP-BC
Diana Jennings, FNP-BC
Alma Mueller, FNP-BC
Maria Puglisi, FNP-BC
Deborah Sylvester, FNP-BC

Certified Nurse Specialist
James Tautfest, MSN, CNS
THE CVMC AUXILIARY
raises money by operating the
Bene-Fit Shop in Barre and the hospital Gift Shop.
Both are staffed primarily by volunteers.

During calendar year 2012, the Auxiliary funded numerous projects for several departments including books for Reach Out & Read program for Associates in Pediatrics, Memory Boxes and CPR Manikins for Woodridge Rehabilitation & Nursing, Patient Emergency Funds (for heating cost assistance) for National Life Cancer Treatment Center, WalkAide Kits for CVMC Rehab Services, Hip Kits for CVMC Inpatient Rehab Services and supplies for the Baby Essential through CVMC Care Management.

The Auxiliary awarded ten $2,500 scholarships to students pursuing careers in health care.

The Auxiliary welcomes new members.
Dues are only $10 per calendar year. Visit CVMC’s website for an application www.cvmc.org/auxiliary.