



Choosing Health

Northeastern Vermont Regional Hospital



2021 ANNUAL REPORT



Creating Strategic Pathways for a Sustainable Future

When we encounter times of uncertainty, it is not just strength and bravery that gets us through. It's also strategy.

But where to begin?

The global pandemic highlighted the importance of a strong, stable healthcare system. In 2020, we experienced loss, exhaustion, and fear. We also experienced creativity, kindness, and resiliency.

2021 required us to reflect on how best to meet the health and well-being needs of our staff and communities. This resulted in our Strategic Plan for 2021-2023.

Rooted in our mission and values, the Strategic Plan for 2021-2023 highlights critical organizational priorities to pursue while navigating the era of COVID-19. The identified priorities take into account the rapidly changing healthcare environment, new technologies, shifting demographics, and a focus on health equity.

THE FIVE THEMES THAT GUIDE OUR WORK INCLUDE:

SUSTAINABILITY

NVRH is a thriving organization meeting our community's healthcare needs in an environment that is constantly changing.

INNOVATION

Consumer demand, technology advancement, and creative thinking are driving new and different ways to deliver high quality healthcare.

LEADERSHIP & WORKFORCE

Our employees are our greatest asset and we are committed to the growth, development, and well-being of everyone on our team.

HEALTH EQUITY & RESILIENCE

Everyone has a fair and just opportunity to be as healthy as possible. We offer everyone the opportunity to thrive, individually and collectively, in the face of adversity.

FACILITIES

Our facilities are intuitive, safe, modern, efficient, and visually appealing for patients and employees.





A MESSAGE FROM BOARD CHAIR Jane Arthur

What a year this has been! Little did I know when I became Board Chair in December 2019, I would spend most of my time with the Board online.

It has become crystal clear over this last year, that globally we are experiencing large shifts and pretty regular disruptions in weather, health and healthcare, politics/governments and other aspects that effect each of us regularly. We are all called to answer these challenges with the best of ourselves. What a tall order! I am honored to say that the NVRH leadership and staff work with these challenges every day with steadiness, kindness and effectiveness. We should feel so fortunate that our community is blessed with such a wonderful healthcare institution.

How does an institution like NVRH meet the daily challenges and uncertainty that are local and global while never forgetting the big strategic picture? They meet it with a flexible, shorter term strategic plan. The NVRH leadership, staff and Board of Trustees have been intimately involved in creating this 2 year Strategic Plan. They have selected 5 strategic themes that are guiding us well now and will guide us well into the future.

The first theme of **Sustainability** guides us in remaining a thriving institution despite nearly daily seismic changes! We have managed, through great leadership, to remain fiscally healthy, while navigating the ever-changing guidelines and requirements for the various federal grants, loans and

payment changes. **Innovation** is a constant drum beat whether it is our increased use of telehealth, in home health monitoring or rapidly innovating processes and facilities.

Leadership and Workforce is literally the heart of the matter. Workforce challenges in healthcare are increasing. NVRH has worked hard to create a culture of decency and kindness. Through addressing the emotional challenges of working on the frontlines of a pandemic and creating packages of benefits that care for our people, they are working hard to increase retention. **Health Equity and Resilience** continues our emphasis on caring for the overall health of everyone in our community by addressing the social determinants of health like housing and food security, in addition to physical and mental health. Last but not least is **Facilities**. We are working on a masterplan of the facilities to address the changing needs of our community. We are particularly looking at our community members with mental health challenges. Our hospital will be 50 years old next year and we are heading towards its first major renovation.

It has been an honor and a pleasure to serve as Board Chair these two years. My colleagues on the Board and in Senior Leadership have my utmost appreciation and admiration! We are also so fortunate to have such a wonderful and supportive community. It is a great partnership!

With appreciation,

Jane Arthur

A MESSAGE FROM CHIEF EXECUTIVE OFFICER Shawn Tester

Looking to the future during a time of uncertainty

As we navigate this second year of the global pandemic, I continue to be amazed by the resiliency and perseverance of our staff. We have watched COVID-19 infections rise and fall then rise again, while at the same time patient need for other care continues to grow. Our clinics, Operating Rooms,

Emergency Department, Med/Surg and ICU have all experienced more patients with higher acuity than ever before.

Amidst the growing patient need, our new roles as COVID-19 testing centers and vaccination clinics is expanding as well. We saw a lull in the late spring and early summer as the threat of the virus seemed to recede, but as the Delta variant took off and community

infections became more prevalent, our testing programs have experienced increased demand. Similarly, we are now planning a vaccine booster shot program that will help protect the most vulnerable individuals in the communities we serve.

While there is uncertainty regarding the evolving nature of the pandemic, we have learned to be adaptive and move quickly to protect our community, our patients, and our staff. Meanwhile, we have also continued to look ahead at our strategic priorities. After a six-month process, in May the NVRH Board adopted on “agile” strategic plan, focused on the next two years, with five themes: Sustainability, Innovation, Leadership and Workforce, Health Equity and Resilience, and our

Facilities. The strategic themes are guiding and informing decision making at all levels of the hospital, which includes our annual budget. Successfully addressing these five areas is critical for our continued success in serving the community.

I am so proud of our staff and the whole team at NVRH for their hard work and commitment to our patients while navigating COVID-19 this past year. Every one of them is a hero. We share the commitment to our communities, and are excited to focus our energy on the strategic vision we all share for NVRH. Despite the uncertainties, we are focused on a future for a healthier, more prosperous Northeast Kingdom!

Shawn Tester



A MESSAGE FROM MEDICAL STAFF PRESIDENT Robert Grant

As I reflect on 2021, I cannot help but reflect on how we moved through 2020 and what that has meant for all of us. 2020 was also a year to confront what isn't working: a broken healthcare system in the US, medical inequality, and bureaucracy interference. It was also a year of loss. We lost friends and family. We lost jobs, time, and businesses. I think most notably, we lost a sense that we could depend on normalcy.

The above challenges make me all the more aware of the value of the good: the frontline workers, the use of evidence-based approaches to health, and the rapid production of the COVID-19 vaccine. As we end fiscal year 2021, I see this good continue to rise to the surface.

Our community is interconnected. Our friends and family are strong. Our coworkers are resourceful and adaptable. The community listened

to healthcare leaders and responded responsibly. Administration listened and worked hard to provide what was needed throughout the hospital. Staff showed up day in and day out. And even though life was put on hold, everyone made the best of it. To me, that means NVRH and the Northeast Kingdom are doing an excellent job navigating COVID-19.

As we look to the future, I believe that the NVRH Strategic Plan, which is focused on the next two years, will help our region continue to recover from the impact of the pandemic. Innovative technology will continue to improve access for our patients. Tackling substance misuse by addressing root causes will help create supportive prevention networks. We will continue to evolve our COVID-19 response to meet the ever-changing landscape of the pandemic.

Robert Grant, MD



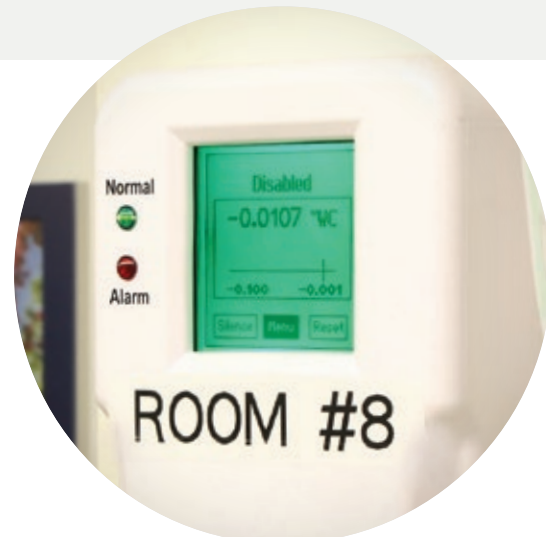
Improved and Efficient Workflows

Promoting leadership and enhancing efficiency

To foster leadership development, our Emergency Department has focused on promoting staff to serve in the role of charge nurse. Staff identify someone who has three to five years' experience to serve as the charge nurse. The charge nurse troubleshoots patient complaints in real time and serves as a highly skilled support and resource for clinical staff.

Our Emergency Department now offers Advanced Emergency Medical Technician (AEMT) services. The primary focus of the AEMT is to provide basic and limited advanced emergency care for critical and emergent patients. Our AEMT is able to insert IVs, draw labs, and administer some medications. The integration of AEMTs creates a more efficient approach to ensuring patients receive more timely services.

NVRH's innovative approach to leadership and workforce development allows staff to work at the top of their license while ensuring quality and patient satisfaction.



Facility enhancements in collaboration with NVRH's maintenance department have minimized transmission risks for patients and employees.

Negative Pressure Rooms

The NVRH Emergency Department has 10 negative pressure rooms, including 9 exam rooms and the triage room. Negative pressure rooms are used to isolate patients with contagious, airborne diseases such as measles, tuberculosis, or COVID-19 and are a common method of infection control. Negative pressure rooms are especially important to mitigate risk of COVID-19 transmission to healthcare workers.

The spaces are called negative pressure rooms because the air pressure inside the room is lower than the air pressure outside the room. When the door to the negative pressure room opens, contaminated air does not flow out. Instead, filtered air flows in and the potentially contaminated air is sucked out. This air is then filtered before it is pumped back out and away from the healthcare facility.



New Equipment in Central Sterile and Reprocessing

Pictured above, this new stainless-steel three bay decontamination and reprocessing sink for Central Sterile and Reprocessing (CSR) replaces the original sink, which was installed when NVRH was first constructed. Upgrading the sink improves workflow in the department by offering high-level disinfecting for all surgical instruments used in and outside of the Operating Room.

The upgraded CSR setup prevents cross-contamination and makes cleaning more efficient. The sink features 30" length bays to accommodate the cleaning of longer devices, such as laparoscopic and total joint replacement equipment and instruments. To ensure workplace health and safety, the sink adjusts allowing employees to stand more comfortably, no matter their height.



New Call Bell System

To save time and prevent possible exposure to COVID-19, our Emergency Department staff now use the NaviCare Nurse Call system to better communicate with patients in real time. When the patient presses the call bell, they then speak directly to a staff member through an intercom system, rather than waiting for a staff member to respond by entering the room.

This technology reduces potential staff exposure to COVID-19 while enhancing workflow to conserve time and clinical resources. Patients like it because it allows them to communicate faster, and because they are in a clinical setting, they may feel safer with less physical interaction.

The NaviCare Nurse Call system creates efficiencies for nursing staff and reduces potential exposure for both staff and patients.



STRATEGIC THEMES addressed in NVRH's improved and efficient workflows:

- Sustainability
- Innovation
- Leadership and Workforce
- Health Equity and Resilience
- Facilities

Substance Misuse Prevention

NVRH's Substance Misuse Prevention Programs ensure community members have fair and equitable access to services by reducing health disparities that impact priority populations in the hospital service area, including: LGBTQ+ Vermonters, including children, youth, and young adults; Black, Indigenous, People of Color (BIPOC); communities with high poverty rates and schools with high rates of children qualifying for free or reduced price lunch; and individuals who have experienced multiple Adverse Childhood Experiences, including children, youth and adults.

NVRH teamed up with Umbrella, Inc. to implement the Prevention Center of Excellence Grant in the Northeast Kingdom. This one-year grant award aimed to reduce underage drinking, high-risk alcohol consumption, marijuana and tobacco misuse, prescription drug and stimulant misuse, and illicit stimulant and opioid use

through evidence-based and promising primary and secondary prevention strategies. In addition, the grant served to build substance use primary and secondary prevention capacity and infrastructure at the community and regional level.

The grant totaled \$450,000 and tackled two components of prevention:

- 1) The promotion of healthy lifestyles and norms that reduce the risks associated with the use of alcohol, tobacco and other drugs.
- 2) Reducing the impact on those at higher-than-average risk for substance misuse.

Funds were used to support staffing, workforce development, a regional needs assessment, and to develop a regional needs and disparities statement.

STABLE CONNECTIONS, INC. received funding to facilitate an 8-week program for youth. The non-profit organization located in Guildhall, VT is the only certified facility utilizing Equine Assisted Psychotherapy and Equine Assisted Learning in Northern Vermont and New Hampshire. Serving the needs of individuals with emotional, behavioral or physical disabilities, the youth program was designed to build skills and a greater awareness of self and others as protective factors against substance misuse.



LINK, INC. received funding to expand community and youth engagement at their open bike shop. The program provided youth employment and also supported youth to gain skills to fix their own bikes.



SUB-AWARD RECIPIENTS

Funds also included \$200,000 in sub-awards for local partners whose missions support the Program goals:

NEK Youth Services [\$25,000] supported staff development, such as "Train the Trainer" with Outright Vermont focused on youth within the LGBTQ+ community and other inclusive practices education.

Catamount Film & Arts Co. [\$12,876] supported the Open Stage program, offering a safe and creative social environment for students to heal and grow as they learn to reintegrate socially post-COVID.

Big Brothers Big Sisters of VT, Inc. [\$25,000] supported opportunities for mentor matches to promote youth resiliency, healthy coping skills, creativity, and develop teamwork and leadership skills, culminating in a youth-led community prevention campaign.

North Country Supervisory Union Encore After School and Summer Programs [\$23,273] hired 7 Behavioral and Social Emotional Learning Leaders to support 7 summer program sites.

The Community Restorative Justice Center, Inc. [\$15,000] supported 20 teachers from Caledonia and Essex County schools to attend the Summer Institute for Restorative Practices.

North Woods Stewardship Center [\$18,975] launched a Junior Counselor program to engage young teens in an empowerment program to build confidence, provide connection, learn communication strategies, outdoor skills, and resilience.

Link, Inc. [\$10,098] expanded the summer open community bike shop in St. Johnsbury and expanded youth employment.

Northeast Kingdom Human Services, Inc. [\$16,008] supported strategies to reduce mental health risk factors for substance misuse through education.

Stable Connections, Inc. [\$8,162] supported an eight-week series for youth led by an Equine Specialist and a Mental Health Professional to build protective factors, coping skills, and understanding of self and others' emotions.

STRATEGIC THEMES addressed in NVRH's substance misuse prevention programs:

- Sustainability
- Innovation
- Leadership and Workforce
- Health Equity and Resilience

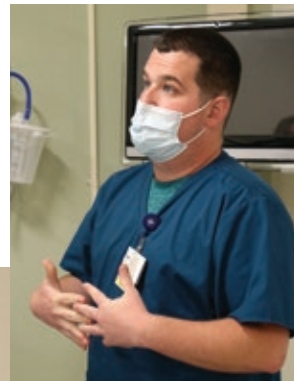
Technology and Advancements

Clinical Onboarding

SUPPORTING STAFF FROM DAY ONE

Although newly hired staff can still expect a full-day orientation, they now, over the course of one to three days, receive an overview of important information as part of their NVRH welcome. Topics presented to all new hires during these mini orientations include patient confidentiality and rights, hospital codes, and infection control. Clinical staff also review care management, respiratory education, palliative care, documentation, pain management, high-risk medications, as well as restraints and lift equipment. Equipped with this knowledge and information, staff feel more confident in their service to our patients and more integrated in their roles as NVRH team members.

New clinical employees participate in a refresher on restraints and lifting with Central Clinical Educator Jaime Gadwah and LNA Coordinator Michael O'Dell.



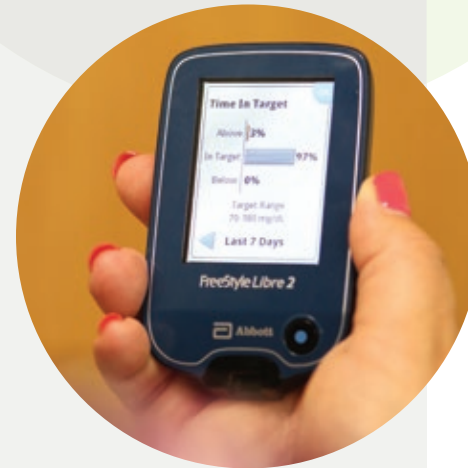
Patient Wearables

CONTINUOUS GLUCOSE MONITORS

Increasingly, patient care is taking place wherever the patient is. Connecting with patients and gathering data directly from them using a mobile device, wearable or an app is key to delivering the most comprehensive care. Patient wearables, such as the Continuous Glucose Monitor (CGM), empower patients to take more active roles in maintaining their own health.

Patients at high risk for readmissions or Emergency Department visits because of diabetes greatly benefit from CGMs. Data is integrated with case management who can then determine the best treatment plan and support patients to continue to actively self-manage their health.

Benefits of CGMs include empowering patients to take preemptive actions for hypoglycemic and hyperglycemic episodes; educating patients to understand the effects of their food intake, exercise and diabetes medications on blood glucose levels; and assessing the accuracy of a current treatment plan.



Innovative systems like Continuous Glucose Monitors empower patients to manage their chronic disease with real-time information that is also accessible to the care team, improving health outcomes.



Telepsychiatry and other telehealth integration has increased patient access to critical services.

Technology and Telepsychiatry

With the onset of the COVID-19 pandemic came the transition from typical in-person meetings to virtual meetings. Because staff needed a reliable platform to allow them to continue meeting and collaborating with others, they began using Webex Meetings and Webex Teams. Suddenly, staff could chat and share content easily, quickly, and across all of the hospital's various departments.

In April 2021, Webex Meetings and Webex Teams combined into one Webex application. Thanks to CARES Act Relief Funds, NVRH was able to purchase several interactive Webex Boards for our conference rooms.

The Webex Boards have built-in smart cameras that enhance the virtual meeting experience. The dynamic Boards also allow for content to be streamed, even from a personal device.

NVRH launched a Telepsychiatry Program for inpatients with Alpine Telehealth using a Webex Desk Pro. This smaller device functions in a similar fashion to the larger Webex Boards in our conference rooms. NVRH is also using this technology to offer virtual psychiatry consultations for our Emergency Department and admitted patients, allowing for a more comprehensive care experience.

STRATEGIC THEMES addressed in these technology and other advancements at NVRH:

- Sustainability
- Innovation
- Leadership and Workforce
- Health Equity and Resilience
- Facilities

COVID-19 Response

COVID-19 Respiratory Care Clinic Established

NVRH developed a Respiratory Care Clinic at Corner Medical in Lyndonville and providers at Corner Medical and Kingdom Internal Medicine could refer patients with respiratory symptoms due to cold, flu, or COVID-19 to be safely diagnosed and cared for by staff. Patients were treated for cough, sore throat, and other respiratory symptoms.



Innovative Treatment Offered

NVRH opened a clinic on its campus in St. Johnsbury to offer a promising treatment for some COVID patients called monoclonal antibody infusion. NVRH was the first hospital in Vermont to offer this outpatient treatment for COVID-19.

The best candidates for this treatment are those with confirmed cases of COVID-19 who are experiencing mild to moderate symptoms like fever and cough. It is approved for people 65 years of age and older, or are at high risk due to obesity or a chronic condition like diabetes or an autoimmune disease.

The drug, called bamlanivimab, is delivered through an IV. The FDA gave this drug an Emergency Use Authorization due to rises in COVID-19 cases in the US. The single dose treatment takes about an hour, then patients are monitored on-site for possible side effects, such as allergic reactions or body aches.

Enhanced Testing and Accessibility

With the addition of the DiaSorin Simplexa Analyzer, NVRH has two highly sensitive PCR based testing platforms. The DiaSorin Simplexa Analyzer helps patients who are receiving care within the hospital and those who have scheduled appointments by decreasing wait times to as little as three hours for COVID-19 test results. The other platform is the Cepheid GeneXpert, which was purchased thanks to the generous support of a local donor. The increased COVID-19 testing capacity allows NVRH to shorten the pre-procedure processing and waiting period significantly.

As pictured to the right, NVRH established the COVID Operations Center to provide drive-through testing and vaccination services for the community. The accessibility of this testing service continues to meet a growing need for local residents, facilitated by an efficient team.



NOV 23, 2020

DEC 2020

DEC 16, 2020

MARCH 2021

MAY 10, 2021

Workforce Vaccination Initiated

Frontline healthcare workers from NVRH's Medical Surgical Unit (Med/Surg), Emergency Department (ED), and Corner Medical, as well as Caledonia Home Health and CALEX EMS, were some of the first in VT to get the vaccine for COVID-19!

"This vaccine is safe and effective and important. Vaccines are an important tool to prevent serious illness and death. The US and other countries around the world have reduced or eliminated many diseases like polio, small pox, chicken pox, and measles because of vaccines."

KIM JOHNSON, MD, OB-GYN
NVRH WOMEN'S WELLNESS CENTER



NVRH employees were among the first to be vaccinated following Emergency Use Authorization in late 2020.

Broad Vaccine Administration

The COVID-19 vaccine was given Emergency Use Authorization for children ages 12 and up.

"We are parents, too," said pediatrician Dr. Josh Kantrowitz from St Johnsbury Pediatrics. "We have been talking about the vaccine for a long time in our house. When it came time to decide, it was my daughter Willa who came to us and said 'sign me up'."

CALEX had vaccinated people throughout the Northeast Kingdom since the vaccines were approved in mid-December 2020. CALEX administered first and second doses of the Pfizer vaccine to kids throughout the Kingdom East Supervisory Union.

- STRATEGIC THEMES** addressed in NVRH's Covid-19 responses:
- Sustainability
 - Innovation
 - Leadership and Workforce
 - Health Equity and Resilience
 - Facilities

Your Generosity

While giving comes from the heart, it's also a strategic decision. It's a decision to be generous in a way that offers hope, brings healing, or changes a life.

Generosity at a Glance

\$466,403
Total Giving FY20/21

\$96
Average Gift

\$1
Smallest Gift

\$90,000
Largest Gift



4,850
Individual Cash Gifts

89
In-kind Gifts

608
Donors

4
New Legacy Circle Members

133
New Donors



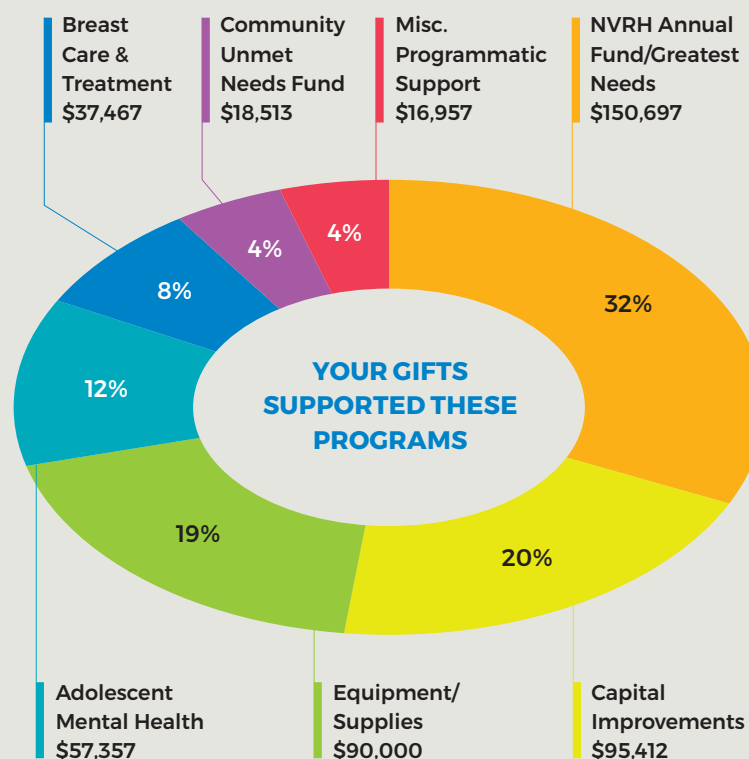
AGE 9

Youngest Donor



AGE 97

Oldest Donor



Legacy Circle: Your Gift. Your Legacy.

NVRH is grateful to our Legacy Circle members who have provided thoughtful and generous support through estate and planned gifts. These gifts will help ensure that NVRH is able to meet healthcare needs into the future.

Anonymous (3)	Martha Hill
Jane Arthur	Marilyn L. Moulton†
Charles and Wynne Browne	Jim and Sally Newell
Rita Calkins†	Sidney Nurenberg†
Frances Conlon†	Thomas Ryan Paul, Esq.
The Dussault Family	Dr. Mary Ready and Rep. Scott Campbell
Jim Flynn and Claudia Mosher	Gregory Ruben Reynolds†
Bob† and Sharon Fuehrer	Evelyn Russell†
Allan Gilmour and Eric Jirgens	Katherine A. Silloway, DDS, and Mr. R. Gerald Webber
Charles† and Hanna Gray	Barbara McKay Smith†
Gretchen and Ken Hammer	Laurel Stanley
Judith B. Harbaugh	Dr. Elaine Stasny and Joseph Comeno
	†Deceased



"NVRH is what a community hospital should be: caring nurses, compassionate doctors, a quality facility, and a great place to work. All of us, including our daughter Anna, love being part of the NVRH family. We are proud to support it for future generations through the Legacy Circle."

MARY READY, MD, NVRH PALLIATIVE CARE PROVIDER, AND SCOTT CAMPBELL, VT STATE REPRESENTATIVE



NVRH Chief Executive Officer Shawn Tester poses with the Alice Neel painting for which the proceeds will support a west wing expansion project to meet growing community needs.

The Art of Giving

Alice Neel's 1944 painting of Dorothy Koppelman has hung in NVRH's Diagnostic Imaging waiting area since 2008. That is, until summer of 2021. The painting was gifted to the hospital by one of NVRH's early pioneers, Neel's son, Dr. Hartley Neel. He knew that someday the sale of the painting would help transform our community. Given a recent increased interest in Neel's work resulting in sales from \$300,000 to \$900,000, the decision was made that it was time to sell the piece to support a major expansion and renovation to the Emergency Department and west side of the hospital to meet the growing healthcare needs of those we serve.



Alice Neel in her New York studio.

Dr. Neel's immense generosity is fittingly reflected in the provenance of this piece: American artist Dorothy Koppelman, the subject of Alice Neel's painting, once wrote, "I believe that all art arises out of gratitude, a deep pervasive feeling that you are glad something exists outside you and that something can complete you."

While NVRH will miss having this special piece of art, its legacy of generosity will live on in the new facilities it will help make possible.

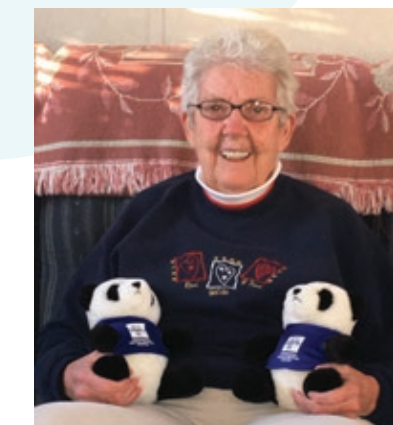
The Power of Collective Giving

While we are incredibly appreciative of major gifts that allow for the purchase of special equipment or expansion of important clinical services, we are equally grateful for people's donations that can be joined with others to make a collective impact.

With help from Dot Dudley, the first COVID patient served at NVRH, 177 people joined together to make year-end gifts of more than \$45,000 to the NVRH Annual Fund, which ensures we have the resources we need to care for our community. Additionally, 125 people gave more than \$15,000 to help support community members in need through the NVRH Unmet Needs Fund.

"I knew I was sick, but imagine my surprise when it turned out to be COVID. After spending 18 days in the ICU, I left NVRH and took some friends with me. Every time I look at those bears with their NVRH t-shirts, I'm reminded what NVRH did for me. I will be forever grateful for NVRH saving my life, and for everyone who joined me in supporting the Annual Fund so that NVRH is there for others like me. What a generous community we live in!"

DOT DUDLEY, LYNDONVILLE



STRATEGIC THEMES addressed in NVRH's Philanthropy outreach:

- Sustainability
- Innovation
- Leadership and Workforce
- Health Equity and Resilience



Donors giving at a certain level received hand-delivered party boxes to enhance their listening experience during the live "Let's Twist Again" event.

TWIST!

Fun Events...in support of Serious Causes

Above: NVRH CEO Shawn Tester and St. Johnsbury Pediatrics' Dr. Marjel Zaldivar were live in the studio letting loose and enjoying the song requests and dedications.

The pandemic may have changed the way we gather with friends to raise money, but the community didn't let COVID get in the way of their generosity! Thinking creatively, NVRH decided to throw a community-wide dance party that allowed people to be engaged in the safety of their own homes while at the same time generating support for serious healthcare issues. DJ Jon Francois from Magic 97.7 lead the festivities during his Flashback Friday radio show that became a community effort to generate support.

The 2020 "Party with a Twist" event raised more than \$38,000 to support Breast Care and Treatment at NVRH. The support allowed NVRH to help individuals pay for care they might otherwise struggle to afford as well as provide assistance with mastectomy supplies.

The 2021 "Let's Twist Again" event raised more than \$57,000 to support Adolescent Mental Health. This support will allow NVRH's St. Johnsbury Pediatrics expand services to youth and families, provide safety resources in the home such as gun locks and medication lock boxes, and provide suicide and mental health training for both caregivers and providers throughout the community.

"COVID-19 has definitely been hard for me and my friends. I was really struggling... worrying a lot and feeling very down. I did some school counseling but that was hard because of the pandemic, and community counseling was too expensive. But St. J Pedi had someone I could talk to and reach out to whenever I needed support. I'm so much better now. Thank you to all the people who are helping St. J Pedi help teens like me!"

MEGAN, AGE 17, LYNDON

Thank you for your support!

We are honored to recognize all of the NVRH employees and medical staff, community friends, local businesses and organizations, and foundations who provided support during fiscal year 2021 (October 1, 2020 – September 30, 2021). Your unwavering generosity is what sustains us and helps us proudly meet the healthcare needs of our region.

NVRH Trustees

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Martha* and Patrick Davis
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In Honor of Robert Briggs Jr.
Bob Briggs, Sr.
In Honor of Debra Davison
Brynn and Dave Evans and Family
In Honor of Dr. Joyce M. Dobbertin
Larissa M. and T. Michael Flynn
Betsy Day and Randy Williams
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Merlyn Courser
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In Honor of Dr. Stephen Feltus
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In Honor of Dr. Joshua D. Kantrowitz
Emily Hutchison
In Honor of Jennifer J. Layn
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In Honor of Anea G. LeLong
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Paul Lemay
In Honor of Daniel E. Lloyd
Anonymous
In Honor of Judith C. Lloyd
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In Honor of NVRH Community Connections
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Casey & Associates
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In Memory of Christine A. Douglas
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Anonymous
In Memory of Tom and Muriel Gee
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In Memory of Samuel Goodell
Walter and Lisa Goodell
In Memory of Christine I. Gruggel
John S. and Jeanne G. Gruggel



Hospitalists Nicole Houston, APRN; Stephen Nolker, MD; Michael Rouse, MD

Thanks to the generosity of Barbara and Chick Allen, NVRH now has two portable point-of-care ultrasound units for use in the Emergency Department and on the Medical/Surgical inpatient floor, ensuring that patients can get the diagnostic care they need, especially after hours and on weekends.



Grateful patients sent notes of appreciation and made gifts in honor of their favorite doctors for National Doctors' Day in March.

Anne O'Connor, MD, OB-GYN

Sara J. Demetry* and Arthur Jennings
Robert Derosier
Sarah and Christopher Despins
Kelly Deth
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Bonnie and Paul Fontaine
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Mariel Hess
Layne and Lorna Higgs
Libby Hillhouse
Carol Hodges*
Louis E. and Arlene Hoegler
Beverly Hopkins
Dave Houston
Jackie Hughes* and Rob Bent



L to R: Suzi Mudge; Dr. Dussault; LNAs: Michael O'Dell, Wendy Jones, Sam Monfette.

NVRH now boasts 3 LNAs in our Medical/Surgical Unit who are Certified Hospice and Palliative Nursing Assistants (CHPNA®). The certification requires extensive hands-on training and a rigorous national examination, joining the ranks of only 19 other LNAs in Vermont with a CHPNA! This was made possible by the Denise Angel Dussault Caron Fund at NVRH, established by donors Suzi Mudge, Dr. Clement Dussault and their family members.

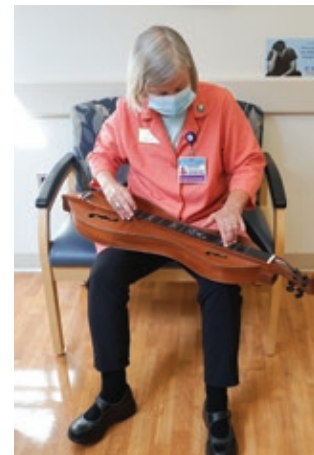
* Corporator **Corporator Emeritus † Deceased

* Corporator **Corporator Emeritus † Deceased

NVRH Auxiliary

In March 2021, Governor Phil Scott updated his guidance to allow fully vaccinated volunteers back into hospitals. The first four volunteers to step foot back into the hospital were Mildred LaBeur, Laurel St. James-Long, Dyanna Thresher and Auxiliary President Lorraine Matteis. The hospital had paused its volunteer services one year prior due to the COVID-19 pandemic. But now, as we navigate this new territory, volunteers are back and they're ready to serve the hospital and its patients and to assist in promoting the health and welfare of the community.

Membership to the NVRH Auxiliary is open to all adult individuals who are interested in NVRH and who are willing to uphold the purpose of the Auxiliary. All volunteers are automatically members of the NVRH Auxiliary. Membership includes 100 individuals who gave a total of over 20,000 hours of volunteer service to the hospital in the past fiscal year.



Waiting for an appointment? You may once again hear music at NVRH! Volunteer Julie Sturm plays for patients in waiting rooms as well as on the Medical/Surgical floor. Patients are truly grateful for the mellow sound of the mountain dulcimer and other instruments, such as the piano.

SUPPORTING NVRH WITH ANNUAL WISH LIST FUNDS

The NVRH Auxiliary supports patients and staff through fundraising efforts. Every year, different hospital departments submit requests to the NVRH Auxiliary for items they feel would help patients and/or staff. The Auxiliary then votes on which new equipment and/or programs to fund through the Auxiliary's Wish List.

This year, the NVRH Auxiliary fulfilled department Wish List requests totaling \$25,617.00.

Equipment purchased includes a bariatric scale, DCA Vantage Analyzer, PC100-Pro Series Platelet Incubator & Agitator, 2 Kodak Pixpro Cameras, outdoor bench, Lifeform Advanced Venipuncture & Injection Arm and continued pledge and support of the Emergency Department expansion project. The Auxiliary also presented Scholastic Achievement Awards, totaling \$9,000, to both high school and adult students who are pursuing a career in healthcare.



It was difficult to keep the Cherry Wheel Gift Shop open on a consistent basis as the hospital adjusted to the pandemic. However, Community Health Worker Lew Apgar, of NVRH Community Connections, and Pat Forest, Director of Volunteer Services, got creative. In order to keep the shop open and meet the needs of NVRH staff, Lew and Pat – when they weren't escorting patients to where they needed to go – implemented an online ordering system and packaged up staff orders for easy pick-up. A win-win for the staff and for the Auxiliary!



After a fourteen month absence, volunteers Cindy Gordon, Bob Morency, and Elsie Lawrence return to service at NVRH. They join nearly 99 other volunteers. The hospital, staff, and patients are happy and grateful to see them return to help with our mission of improving the health of all people in the communities we serve.

Financial Statements

Balance Sheets SEPTEMBER 30, 2021 & 2020

ASSETS	2021	2020
CURRENT ASSETS		
Cash and cash equivalents	\$ 24,574,811	\$ 28,733,062
Patient accounts receivable, net of allowances for doubtful accounts and contractual allowances of \$13,818,876 in 2021 and \$14,429,421 in 2020	9,167,011	8,715,262
Supplies	1,631,732	1,561,263
Prepaid expenses	719,777	587,732
Other accounts receivable	1,794,278	1,372,756
Total current assets	37,887,609	40,970,075
ASSETS LIMITED AS TO USE		
Restricted or internally designated for		
Capital acquisitions	19,506,672	16,390,932
Funded depreciation	4,921,511	4,031,929
Donor restricted — other	378,857	370,630
Total assets limited as to use	24,807,040	20,793,491
Property and equipment, net	24,760,941	22,455,672
Due from Parent	4,016,435	3,616,024
Beneficial interest in net assets of Parent	1,512,075	1,143,726
Other long-term assets	3,086,992	2,682,913
Total assets	\$ 96,071,092	\$ 91,661,901
LIABILITIES AND NET ASSETS		
CURRENT LIABILITIES		
Current portion of long-term debt	\$ 807,584	\$ 796,909
Current portion of capital lease obligation	920,484	—
Accounts payable and accrued expenses	10,991,182	9,669,638
Provider relief funds	—	6,263,821
Current portion of Medicare accelerated payments	10,514,280	2,946,638
Estimated third-party payor settlements	7,240,367	4,580,535
Other current liabilities	749,006	635,508
Total current liabilities	31,222,903	24,893,049
Long-term debt, less current portion	7,799,787	8,583,050
Capital lease obligation, less current portion	1,745,959	—
Medicare accelerated payments, less current portion	—	10,778,846
Other long-term liabilities	1,910,009	1,463,430
Total liabilities	42,678,658	45,718,375
NET ASSETS		
Without donor restriction	51,299,642	44,226,805
With donor restriction	2,092,792	1,716,721
Total net assets	53,392,434	45,943,526
Total liabilities and net assets	\$ 96,071,092	\$ 91,661,901

The accounting records for Northeastern Vermont Regional Corp. and Subsidiary have been audited by Berry Dunn, Certified Public Accountants. The complete audited report is on file and is available for inspection at NVRH's Finance Office.

Operating Statement FOR THE YEARS ENDED SEPTEMBER 30, 2021 & 2020

	2021	2020
WHERE THE MONEY COMES FROM		
We billed for services to inpatients	38,198,300	40,801,400
We billed for services to outpatients	156,193,900	128,434,300
Total patient revenue billed	194,392,200	169,235,700
BECAUSE WE DID NOT RECEIVE FULL PAYMENT FOR AMOUNT BILLED		
Total uncompensated care	5,023,900	5,191,500
Those unable to pay (patient assistance) plus those unwilling to pay (bad debts)		
From Medicare and Medicaid	75,704,600	64,863,800
From other contracted payors	22,255,700	13,404,700
Therefore we wrote off	102,984,200	83,460,000
OUR NET PATIENT REVENUE WAS	91,408,000	85,775,700
We had other operating revenue of	6,708,800	6,288,000
We received COVID-19 related government support of	5,687,200	1,788,500
OUR NET OPERATING REVENUE WAS	103,804,000	93,852,200
WHERE THE MONEY GOES		
To pay salaries and benefits to our 693 employees	59,953,300	55,182,900
To purchase supplies and services	30,796,600	27,187,100
To pay the VT Health Care Provider Tax Assessment	5,149,900	4,968,800
To allow for wear and tear on buildings and equipment	3,389,400	3,546,700
To pay for utilities	1,149,300	1,116,200
To pay interest on our outstanding debt	217,600	232,000
OUR TOTAL EXPENSE WAS	100,656,100	92,233,700
THIS PROVIDES A NET OPERATING REVENUE OF	3,147,900	1,618,500
We had income (losses) from investments and nonoperating revenue of	3,924,900	1,981,200
FUNDS REMAINING TO PAY ON OUTSTANDING DEBT AND TO INVEST IN THE HOSPITAL'S FUTURE (New and replacement equipment, new technology, new services, etc.)	\$ 7,072,800	\$ 3,599,700

Community Benefits

PROVIDING MEANS FOR OUR MISSION

The NVRH Community Benefit program builds on the foundational belief that we have a responsibility to improve health in the communities we serve. Each year, NVRH allocates financial resources for community programs, prevention strategies, and providing medical care to all regardless of ability to pay.

NVRH quantifies our benefit to the community on Schedule H of IRS form 990. Here is a summary from our Fiscal Year 2020 Community Benefits Report.

FISCAL YEAR 2020 COMMUNITY BENEFITS REPORT

Uncompensated Medicaid	\$ 8,495,686
Charity Care	1,212,583
Medical and Professional Education	131,049
Cash and In-Kind Contribution to Community Groups	75,088
Subsidized Health Services	5,870,804
Community Health Improvement Services	967,610
TOTAL FY20	\$ 16,752,820

The community benefits provided by NVRH during fiscal year 2021 are calculated and submitted to the IRS in late summer 2022 and will be posted to the FY 2022 annual report.

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AND ALLIED HEALTH PROFESSIONALS

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 Annick-Marie Kaufman, MD
 Carl Petri, MD
 Mark Regis, PA
 Laura Stoiber, DO
 Danielle Tamburrini, DO

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 Marc Gautier, MD
 Louise Meyer, AOCNP
 Gregory Ripple, MD
 Anna Schaal, FNP

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 David Bourgeois, MD
 David Brody, MD
 Jessica Foulke, FNP
 Yelena Kogan, MD
 Michael Rouse, MD
 Christopher Stranathan, MD

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 Jessica Terrien, PMHNP
 Timothy Whitman, DO

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 Claudia Lee, MD
 Jessica Macleod, APRN
 Thomas Myrter, DO
 Joyce Vitale, ANP

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 Kathryn MacDonald, PA

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 Amanda Van Straten, MD

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 Megan Haygood, FNP-BC

Kim Johnson, DO
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 Courtenay Lahey, WHNP
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†Deceased

Services

Ambulatory Services

Day Surgery
Optical Laser Therapy
Phototherapy
Preoperative Testing

Birth Center

Cardiopulmonary Rehabilitation and Education

Care Management

Chaplaincy Services

Community Connections

Diagnostic Imaging Services

3D Mammography
Cardiac Stress Test
Cardiovascular Imaging
CT Scan
DEXA Bone Density Testing
MRI
Nuclear Medicine
Radiology
Ultrasound
X-ray

Emergency Department

MD staffed 24 hours a day,
7 days a week

Intensive Care Unit

Laboratory Services

Blood Bank
Pathology

Lactation Consultant Services

Medical/Surgical/Pediatric Inpatient Services

Northern Express Care

Walk-in Primary Care Services

Nutrition and Diabetes Counseling

Outpatient Infusion Services

Pharmacy

Physical Therapy

Inpatient
Outpatient and Occupational

Primary Care

Corner Medical
Kingdom Internal Medicine
St. Johnsbury Pediatrics

Respiratory Care Services

Arterial Blood Gases
Cardiac Event Monitor
EEG
EKG
Holter Monitor
Overnight Oximetry Test
Pulmonary Function Testing

Specialty Outpatient Clinics

Audiology
Cardiology
Ear, Nose, and Throat
(Otolaryngology)

Environmental Allergy
Four Seasons Orthopaedics
General Surgery
HIV/Hep C
Neurology
Occupational Medicine
Pain Management
Palliative Medicine
Pediatric Subspecialties
Psychiatry
Pulmonology
Sleep Medicine
Urology

Speech-Language Pathology

Surgical Services

Anesthesia
Ear, Nose, and Throat
Endoscopy
Facial Plastics
General Surgery
Gynecology
Obstetrics
Orthopaedics
Podiatry
Urology

Volunteer Services

Women's Wellness Center

Obstetrics/Gynecology

Service to the Community

	2021	2020
Acute Inpatient Admissions*	1,489	1,464
Deliveries	180	200
Acute Inpatient Days*	5,626	4,568
Average Length of Stay (days)*	3.2	3.1
Operating Room Minutes	193,151	177,613
Emergency Department Visits	11,198	11,563
Diagnostic Imaging Exams	18,849	17,417
Laboratory Tests	191,543	177,613

*excluding newborns

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Emily Hutchison, and Pat Forest

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