



service

| Safety | Empathy | Respect | Vision | Integrity | Community | Excellence |



Choosing Health

Northeastern Vermont
Regional Hospital **2024 Annual Report**

MISSION

Committed to improving the health and wellbeing of all.

VISION

*Providing exceptional care in an environment where our patients,
community, and employees thrive.*



in Action

In 2024, NVRH adopted a new [Strategic Plan](#) that clearly demonstrates our renewed commitment to S.E.R.V.I.C.E. and putting these values in action – with support from every department and team – has been the main goal of the year. As we move forward, we celebrate the strides that we have taken to evaluate where we are and to listen to the recommendations on how we can improve.

A MESSAGE FROM

Board Chair John Kascenska

MY FIRST YEAR AS CHAIR of the NVRH Board of Trustees has been one of the most valuable and rewarding experiences I have had at the hospital. Working together with fellow trustees, our CEO, medical and support staff, senior leadership team members, and community members, I am pleased to report that NVRH continues to provide the best possible care while ensuring an overall excellent patient experience.

This year, the Trustees focused their time, energy, and active involvement supporting the implementation of the goals and objectives of NVRH's recently developed [Strategic Plan](#). This included moving forward with the West Wing Expansion Project; supporting access to expanding health care needs and services; and supporting initiatives toward successful recruitment, retention, and staff development.

Also, the Trustees continue to monitor current and future economic and demographic trends as we strive to ensure the long-term overall success of the provision of healthcare in the Northeast Kingdom. It is an honor and a privilege to work with so many talented members of the NVRH community toward fulfilling our mission as a critical access hospital.

On behalf of the [NVRH Board of Trustees](#), I thank you for your generous support.

Dr. John R. Kascenska, NVRH Board Chair



A MESSAGE FROM

Chief Executive Officer Shawn Tester

ON THE MORNING OF JULY 30, my family awoke to the devastating flooding that ravaged our neighborhood and region. All the roads I could take to get to the hospital were gone — literally — and the entire area lacked power. As we learned more about the impact, just weeks after the floods in downtown Lyndon, we felt overwhelmed and worried for our neighbors. Then, we witnessed a miracle: our community came together and began working to get the roads reopened and the power restored. ATVs began buzzing, delivering food, generators, and gas to those who were cut off and stranded.

Continued on next page



In short, we watched people come together in the face of seemingly overwhelming destruction. We were filled with hope and gratitude.

The spirit of service runs deep in our communities, and it runs deep at NVRH. This year, as we celebrate our new Strategic Plan, it is with great appreciation for all our staff who embody its core themes: safety, empathy, respect, vision, integrity, community, and excellence. This is who we are, and we live these values every day. It is with sincere gratitude for our entire community that we share this year's annual report.

Shawn P. Tester, Chief Executive Officer

A MESSAGE FROM Medical Staff President Amanda Van Straten, MD

AS WE WORK TO ADHERE to our new strategic values and mission, the first word that resonates is integrity. Integrity is so important when it comes to healthcare, because medicine is changing every day and so we need to change with it. At other times, it feels like medicine isn't changing fast enough and we need to come up with new solutions. Vision is also needed to treat the whole person — not just their disease/diagnosis. This means seeing how we can involve support from multiple hospital departments, for example — Care Management, Community Connections, billing, etc.

I see empathy in my colleagues and in NVRH employees every day, specifically I see it in the main focus of every medical staff meeting, which is to improve patient care. We all hold empathy when we engage in group discussions and use teamwork to problem solve, as this allows us all to come up with new ideas.

As a provider here at NVRH and a resident of the NEK community, I love how much our hospital is invested in caring for the community.... It's why I love working at NVRH.

Amanda Van Straten, MD, Medical Staff President



A priority for patients and staff alike

Plain Language

Emergency codes are color indicators that alert all staff to potential issues arising in a facility. They provide best practice guidance on how to respond to various situations. To make responding to an emergency easier for all who work or visit the hospital, NVRH adopted Plain Language Alerts.

Announcements of Alerts = Type of Alert + Event + Location + Instructions



On Thursday, August 29 Emergency Management held an infant abduction drill. The scenario began on Med-Surg, where a patient visitor (Helen Wilson, a volunteer with the Medical Reserve Corps) dressed as if she had been working in the garden, took a baby doll from an unattended car seat.

Before, such a drill would have been called a code pink drill. Under plain language, the drill was: **Security Alert + Infant Abduction + Room 121 on Med-Surg + Look for a baby wearing a onesie.** This more descriptive drill provides the opportunity for more staff members to engage and learn.

DID YOU KNOW?

To benefit our staff, patients, and visitors, Plain Language Alerts:

- Send a clear message to employees, providers, patients, and visitors, empowering each to react immediately.
- Allow individuals to understand and act appropriately.
- Are recommended for compliance, inter-agency communication and safety of responders.
- Ensure transparency and facilitate patient and public safety.
- Are the verbal equivalent of informed consent, allowing everyone to make their own safety choices.
- Decrease confusion among employees and providers who work and visit multiple health care facilities.

THERE ARE THREE TYPES OF PLAIN LANGUAGE ALERTS:

- **Facility:** affects all or part of the building and occupants.
- **Security:** any security threat to persons or of a specific location.
- **Medical:** medical emergency that requires a clinical response.



It takes a team to successfully engage a safety drill.



New Medication Scanners

To improve access to critical equipment and ensure accuracy in medication management and ultimately enhance patient safety and satisfaction, NVRH has implemented new medication scanners for each patient room.



Grant to Enhance Safety

NVRH has received a [\\$226,000](#) grant administered by the VT State Dept. of Public Safety (a Non-Profit Security Grant through FEMA) to help upgrade several key security systems, including the physical access control system (card swipe entry), video surveillance, and an enhanced alert/notification system.

Additionally, new impact-resistant windows and doors will be installed in high-traffic areas. This helps ensure patient and staff safety and builds on the \$150,000 grant received in the previous year, bringing the total funding for these projects to over \$376,000.



"It might not look like some big fancy device, but it plays such an important role in making sure that the correct patient gets the correct care and the correct medications."

GEORGE FOY, RN, BIRTH CENTER

Empathy

Compassionate
& understanding
care



NEK End-of-Life Education & Resource Fair

On May 17, NVRH and Northeast Kingdom Council on Aging held the first [NEK End-of-Life Education & Resource Fair](#) at the Union Baptist Church in Waterford, VT. The full-day event, which was generously sponsored by Community National Bank, offered tools and resources to plan and prepare for end of life. This first-of-its kind event put a spotlight on an often over-looked segment of our region by offering compassion and empathy to our fast-growing aging population.



"We aim to normalize this important phase of the aging process and provide information on topics such as aging in place, legal services, advanced directives, meal prep and delivery programs, palliative and hospice care, and so much more."

ANNE COWLES, FNP-BC
NVRH PALLIATIVE
CARE PROVIDER



DENIM AND Diamonds

2024 Gala

NVRH's 2024 Gala, Denim & Diamonds: Shining Light on Palliative Care, achieved record-breaking support for NVRH palliative and end-of-life care services. This donor support will allow for a significant expansion of essential services designed to enhance the quality of life for patients with chronic illnesses or facing end of life challenges. See a full list of gala sponsors at nvrh.org/gala/.



Respect

*Emphasizing
dignity, equity,
and privacy*



Dr. Fichman above, joins Dr. Dent on the Pain Management team.

A generous initial gift from a donor introduced POCUS to Med-Surg and upgraded an old unit in the Emergency Dept. It's now also available in Orthopaedics, Urology, Women's Wellness Center, the Birth Center, Anesthesia, Pulmonology, and of course Pain Management. There are plans to expand to Surgical Services soon.

Center for Pain Management & Point of Care Ultrasound (POCUS)

While traditional ultrasounds help providers find or rule out abnormalities, make a diagnosis, and build treatment plans, the portable [Point of Care Ultrasound](#) (POCUS) enables them to make these clinical assessments quickly and efficiently in an exam room, bedside or outpatient setting.

Respecting a patient's time is one key to remarkable care.

In 2024, the Center for Pain Management welcomed a second provider, increasing capacity greatly. This means patients who may have had to wait over six months for an appointment could get in within two weeks. And one of the tools used to help their patients? You guessed it: POCUS.



[The Benjamin A. McCormack](#)

Fund, established by Ben's parents, William and Claudia McCormack, seeks to improve how NVRH supports individuals facing both physical and mental health difficulties. This includes supporting the efforts of the Center for Pain Management, which pairs patients with a pain psychologist to help alleviate the emotional strain associated with chronic physical pain.

Patient Family Advisory Council

Members of the [Patient Family Advisory Council](#) work collaboratively with community members and healthcare professionals to enhance the quality of care delivered and to empower staff, patients, and families through advocacy and informed change. Objectives include promoting patient and family advocacy by eliciting perspectives and utilizing feedback to inform change, increasing patient and family involvement in their care, and empowering staff to provide compassionate, sensitive, and supportive care through feedback from the patient/family perspective.

“Utilizing the newly established Patient Family Advisory Council has allowed West Wing Incident Command to obtain real-time patient feedback on various topics related to the expansion, change projects, and improvement initiatives that impact patient experience. Members help us identify potential challenges and make recommendations from the patient perspective that healthcare professionals may overlook.”

JILLIAN KNIGHT, PATIENT EXPERIENCE OFFICER

Providing ongoing feedback to assist NVRH in continually improving the quality, safety, and efficiency of care provided, Patient Family Advisory Council members, comprised of patients, their families, clinical and non-clinical staff, meet monthly to strengthen communication and collaboration, and promote patient/family-centered care initiatives.



Vision

Commitment to innovation, collaboration, learning, and growth

NEK Coordinated Community Health Needs Assessment

The [2024 Community Health Needs Assessment](#) — which serves to identify, prioritize, address, and communicate the current health needs of the community and surrounding region — shows that post-pandemic recovery continues to be a challenge, often with lasting impact on our communities. Therefore, to lay the foundation for data-driven health improvements and leverage collective impact, NVRH worked collaboratively with NEK partners to develop a regional NEK-wide Community Health Needs Assessment. This approach not only strengthens our relationships, it unifies response to local challenges, identifies key metrics for tracking progress, and it serves as a cornerstone document to guide and inform the work of [NEK Prosper!](#) and other NEK organizations.



For the first time, agencies worked together rather than separately to assess needs and combine data. This was a huge increase in efficiency aiding in cost and time savings. Collaborative opportunities such as this are truly visionary and important for future goals.

Organizations involved include Northern Counties Health Care, Northeastern Vermont Regional Hospital, Northeast Kingdom Human Services, Northeast Kingdom Community Action, Northeast Kingdom Council on Aging, North Country Hospital, and the Vermont Department of Health.



RNs Jean and Olivia join the NVRH team.

CAP – NVRH’s Workforce Development Program

In 2024, Med-Surg welcomed eight graduate nurses to the unit. In order to support them as they became oriented to their clinical roles, NVRH brought in extra preceptors to increase educational capacity. These preceptorships were made possible thanks to the Career Advancement Program (CAP), which provided funding for the on-the-job training and guidance.

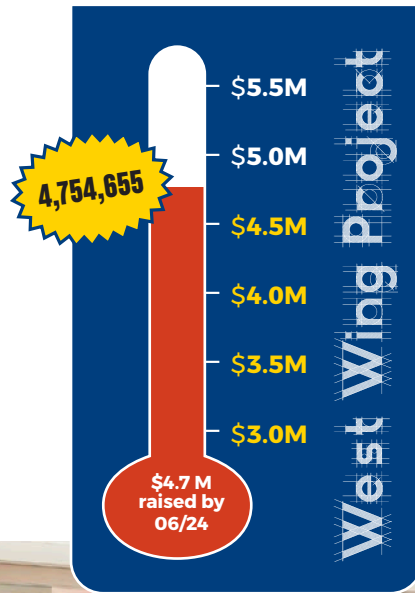


With a vision to grow its own nursing workforce from within, NVRH launched the CAP initiative in 2023. The program provides employees the opportunity to advance their careers by pursuing clinical positions at minimal cost while receiving full wages for class and study time. It also supports post-graduate orientation to ensure new nurses successfully integrate into their clinical positions. To date, this program has been entirely funded by donor contributions. Learn more about the CAP program at: nvrh.org/cap.

Integrity

Ethical behavior, accountability, and open communication

Throughout this fiscal year, hospital departments have been working to expand communication. It's the key to transparency and improvements as we move forward in our Strategic Plan initiatives. To that end, we have created workgroups that encompass input from a wide variety of departments.



Planning & Preparation: The West Wing Expansion

Town Hall meetings, West Wing Incident Command structure and workgroup, fundraising updates, and accessible feedback channels all help to foster open communication, inclusion, and accountability. Another vital element in meeting the significant financial investment required by this major capital expansion is community support.

With a goal of raising \$5.5 million in philanthropic support, the community has generously committed more than \$4.7 million to-date to the [West Wing Expansion Project](#).



Dedication to inclusivity, deep connections, and addressing community needs

This year, our community faced unprecedented challenges that put the spotlight on the needs of those facing mental health concerns, housing and food insecurity. These were exasperated by severe weather-related events. Through it all NVRH was here to serve the community, through our emergent care and [Community Connections program](#). In addition, our employees showed support by participating in a wide array of events and activities.



PHOTO: BRIAN WILSON

Community Connections & the Unmet Needs Fund

Community Health Workers at Community Connections help community members connect with services, access health information, support health insurance enrollment, understand and complete forms and applications for services, learn healthy habits with health coaches, and more.

In FY 2024, community members visited Community Connections for support with:

- VT Health Connect: 1408
- Insurance: 642
- Financial: 473
- Medical/Dental/Vision: 365
- Housing: 107
- Transportation: 58
- Food/Nutrition: 32
- Employment/Education: 20
- Mental Health: 15
- Substance Misuse: 7
- Tobacco: 3
- Diabetes: 2

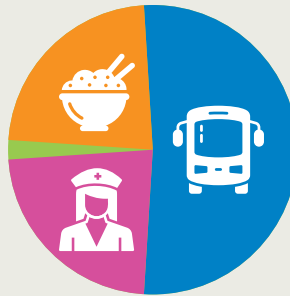
Total community members assisted: 3132

Unmet Needs Fund provided support for:

Food Insecurity 22.22%

Housing Instability 2.78%

Medical/Mental Health 22.22%



Transportation 52.78%



Community Connections manages the Unmet Needs Fund. This donor-supported fund helps people in small ways that promote health and wellness in big ways. In FY 2024, community members in need were assisted with items such as emergency medication, winter clothing, and gas cards for medical appointments.



Community Health Workers at Community Connections.



Joining the team to fill **Blizzard Bags** benefiting NEK older residents

We're committed to serving both our internal and external communities.

The NVRH Joy Committee promotes a cohesive culture by creating joyous events for employees year-round. Externally, we participate in community events which parallel the NVRH vision and mission. You'll find NVRH employees at local health and recruitment fairs, community events, and serving on a wide variety of boards and committees. Our Summer Events Committee is staffed by our employee volunteers from an array of departments. You may have seen them at the Caledonia Fair, assisting with flood recovery, distributing essential items at the [Paul J. Sweeney Memorial Coat Drive](#), or hula-hooping with attendees at Discover St. Johnsbury Final Friday events.

We aim to build trust and foster relationships, so our rural communities recognize NVRH as an essential part of the fabric of their towns — here for them in their time of need.

Summer Events Committee Stats

22 ACTIVE VOLUNTEERS

10 EVENTS ATTENDED

14 DEPARTMENTS REPRESENTED

3,500+ FREE BAND-AIDS, HAND SANITIZER & STRESS-RELIEF TOYS DISTRIBUTED

NVRH Cares team raises over \$3,000 for Alzheimer's Association

Every year the NVRH Cares team participates in the [Walk to End Alzheimer's](#), a meaningful fundraising event for many in our community. This year's walk took place on September 22 and NVRH Cares raised over \$3,000. This money will go towards advancing the care, support and research efforts of the Alzheimer's Association.

Some members of NVRH's Care team who participated in this year's walk.



Family Fun Day at Powers Park

On Sunday, August 18, the NVRH Joy Committee hosted its first Family Fun Day. Despite the rain, activities included swimming, corn hole, and tie dye. And Rocky's Hot Dogs provided free food to NVRH employees and their families.

Excellence

Striving for the highest quality in all areas

Striving for and achieving excellence takes commitment and dedication from all employees every day.

As NVRH moves forward with the Strategic Plan, we've created new ways to put an emphasis on high-quality and top performance and celebrating our on-going achievements



BEE Award

There's a lot of buzz around the BEE Award, a new program established to highlight non-nursing NVRH employees. Complementing the DAISY Award, which is for nursing staff, the BEE is awarded to individuals who show passion, empathy, trust, admirable attributes, love for patients, and selflessness (P.E.T.A.L.S).



Being Extraordinary Everyday

Anyone can nominate an employee — fellow employees, patients, volunteers, Corporators, Trustees, and visitors.

To nominate someone for a BEE Award, look for the BEE brochures around the campus or fill out the [form online](#).

NVRH Environmental Services earns 5-star CMS rating

In September 2024, [Becker's Hospital Review](#) published a compilation of hospitals that had achieved a 5-star rating in cleanliness from the Centers for Medicare & Medicaid Services (CMS), and NVRH made the list.

NVRH is one of only two hospitals to be awarded this rating in Vermont and one of 350 in the U.S. (out of over 4,000 hospitals). Needless to say, earning a 5-star rating from CMS is not easy, and we are proud of the entire team of dedicated professionals that help ensure our patients and staff have a safe and clean environment every day.

Anna Talbot, EVS/OR Tech, has worked in Environmental Services at NVRH for 13 years. Her tasks include executing a diverse range of general cleaning duties to uphold the cleanliness standards of the Operating Room, Day Surgery Unit, patient rooms, corridors, hallways, and designated hospital areas. Additionally, she is responsible for ensuring essential supplies' availability and actively engaging as a collaborative team member alongside nurses, physicians, and various departments, making her an integral part of the OR/DSU team. A lot of her work is done between patients, where one needs to be thorough and timely.



NVRH

Environmental Services made such an impact on patient care last year, that one donor provided thank you gift cards to the entire team. The family was so moved by how thorough and kind the team was during their loved one's end-of-life care.

Philanthropy

In the world of **philanthropy**, “service” represents the heart of our mission to achieve meaningful wellness in our community. It encompasses a variety of actions – whether volunteering time and expertise or providing essential financial support – each aimed at improving the lives of those in need.

Our donors’ dedication to service reflects a profound commitment to altruism and social responsibility, fostering connections that empower both you, the giver, and NVRH, the recipient, with community members as the ultimate beneficiaries.

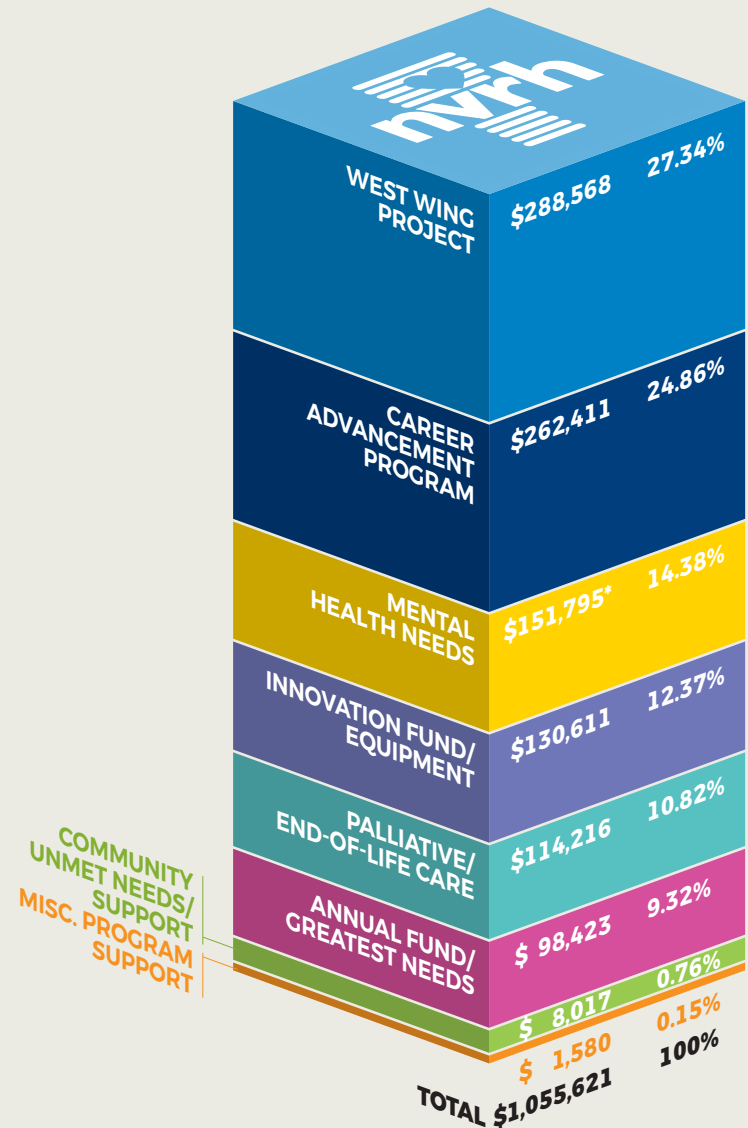
Thanks to the collective efforts of our generous donors, we can create a lasting impact as we address the health and well-being needs of our community. We sincerely thank you for being an essential part of this journey.

Generosity at a Glance

Giving for FY23/24



Your gifts help meet these needs



* THESE FUNDS ARE ENDOWED

Thank you for your support!

We are honored to recognize all of the NVRH employees and medical staff, Trustees and Corporators, community friends, local businesses, organizations, and foundations who provided support during fiscal year 2024. (This includes gifts made between October 1, 2023 and September 30, 2024.) Your unwavering generosity is what sustains us and helps us proudly meet the healthcare needs of our region.

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Continued on next page

NVRH 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.

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Thomas and Lilli Senuta
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Linda Sherrill
Bettylou Sherry*
Kinsley* and Nathan Sicard
Wilfried and Gail Sieg
Rachel Siegel*
Dr. Katherine Silloway*
and R. Gerald Webber
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Sara J. Simpson*
Theresa Sinclair
Katherine Siner
Connie Sleath*
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Joseph Comeno
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Nathalie Wood†
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Thomas Ziobrowski and
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Community Businesses, Foundations, and Organizations

American Online Giving
Foundation, Inc.
Aubuchon Hardware
Barrett Insurance Agency
Beth El Synagogue

Continued on next page

The Boblink Fund of the Vermont Community Foundation
 Town of Burke – Caledonia Town Office
 Cabot Creamery Co-operative, Inc. Cary & Main Co.
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 Community National Bank
 Dan Wyand, P.T. and Associates
 Daniel McCabe, Esq.
 Dawson Egerton Trust
 Downs Rachlin Martin
 Fidelity Charitable Gift Fund
 Fleck and Lewis Architects, PC
 The Gilmour – Jirgens Fund
 Guibord-Pearsons Funeral Home & Sayles Funeral Homes
 H.P. Cummings Construction Company
 Hawk Rock Foundation
 John A. Norris, Jr. and Barbara Norris Allen Fund of the Delaware Community Foundation
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 Kinney Drugs Foundation
 Little Dippers Doodle Children's Center
 Marcam Associates
 Northern Physical Therapy, PC
 NVRH Auxiliary
 Passumpsic Bank
 Passumpsic Bank Charitable Fund, Inc.
 Passumpsic Lodge No. 27
 Price Chopper's Golub Foundation
 Richard S. Kozlowski, DDS
 Roasted, LLC
 Robert McVicar Trust
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 The Tamarack Fund of the Vermont Community Foundation
 Union Bank
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 Vermont Radiologists
 Vermont's Original LLC/Bag Balm
 The Walker/Van Son Families Charitable Fund
 The Wildflower Inn & Juniper's Restaurant
 White Mountain Surgical Solutions

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 Diane and Richard Boisseau

In Honor of Robert Briggs, Jr.
 Bob Briggs, Sr.

In Honor of Dr. Joyce Dobbertin
 Patricia and Dana Emery
 Nathalie Wood

In Honor of Nicholas and Pamela Flanders
 Barbara Jenks
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 Elizabeth Simonds
 Marti and Fritz Walther
 Jill and Rick White

In Honor of Frederic and Kathy Hoffer
 Joan Butler

In Honor of Michael J. Malaney
 Noel and Fredda Peel

In Honor of NVRH Staff
 Kate Blach
 Joyce Dobbertin and Bob McCabe
 Peter Grote
 Dr. Elaine Stasny and Joseph Comeno

In Honor of Our Children and Grandchildren
 Carolyn and Perley† Wright

In Honor of Psychiatric Patients
 Dr. Irene B. Krechetoff

In Honor of Brian P. Smith
 Kenneth Gaertner

In Honor of Peter Tomczyk
 Doreen Yerkees

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In Memory of Barbara N. Allen
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In Memory of Vernon Alper
 Leland Alper

In Memory of Melissa Garges Armstrong
 Tony and Michele Garges

In Memory of Patricia and Sidney Austin
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In Memory of Janette "Jenny" Barrett
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In Memory of Nancy I. Bean
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 William and Claudia McCormack
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 Deborah Greenman and Humphrey Morris

In Memory of Lisbeth Morris
 Timothy and Natalie Morris

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In Memory of Tony Noyes
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 Mary and Erik Maurer
 John and Anne McClaughry
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 Bill Piper
 Joanne Piper Lang and George Lang
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 Laurel Stanley
 Dr. Elaine Stasny and Joseph Comeno

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 Brusilla B. Powden

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 Roena and Nelson Whitehill

In Memory of Karl F. Wieland
 Muriel Wieland

In Memory of Moriah Wilson
 Fiona Shackleton

In Memory of George Wollrath
 Joan M. Wollrath

Every effort has been made to ensure this recognition list is accurate and complete. Please accept our apology for any inadvertent errors or omissions.

Please report any errors to the NVRH Philanthropy Department at 802-748-7313.

Volunteer numbers at a glance: 2024

120 ACTIVE VOLUNTEERS

52 YEARS

LONGEST SERVING VOLUNTEER

16,170 ESTIMATED NUMBER OF HOURS DONATED... AT AN ESTIMATED VALUE OF **\$530,000**

3,469 LAB SAMPLES DELIVERED

The NVRH Auxiliary is comprised of over 100 volunteers from all walks of life — each bringing their own flair to their service. Whether it is greeting patients, escorting folks to an appointment, delivering flowers or lab samples, assisting customers in the Cherry Wheel Gift Shop, or playing an instrument in the our lobby, our volunteers are the heart of the hospital. And, each year the NVRH Auxiliary provides funding of approximately \$20,000 to support hospital programs, services and equipment on their annual Wish List. Their dedication is truly — service in action!

NVRH is always seeking volunteers to help improve the lives of patients, visitors and staff. We welcome you! For more information visit nvrh.org/volunteer.



To read the full Points of Light story about Dyanna Thresher, [click here](#).

NVRH volunteer Dyanna (Dy) Thresher is honored with a prestigious Points of Light Award!

NVRH volunteer Dyanna (Dy) Thresher received a Points of Light Award. The Points of Light Foundation was created in 1990 as an independent, nonpartisan, nonprofit organization to encourage and empower the spirit of service. Eligibility and criteria include work that demonstrates real impact while also meeting a community need.

Dy, who has served in the United States Navy and then as an army wife, has been a volunteer since 2009. In the past 15 years, she has given 7,118 hours of volunteer time, averaging

between 40 and 80 hours per month. Her services at NVRH have included performing Reiki on patients and staff, serving as a N95 Fit Tester, volunteering at VeggieVanGo, and registering patients for Red Cross Blood Drives.

In the past six years, Thresher has also provided 463 hours of volunteer service time to the Medical Reserve Corps (MRC). She has also received the [United States Presidential Lifetime Service Awards](#) — in bronze, silver and gold.

“The many hours that Dy has given to NVRH has truly made a difference. Because of her work and her dedication, staff have been better able to spend quality time with their patients. And that, in turn, creates a sense of calm, of safety, of healing. Staff really have come to depend on her as an integral part of the healthcare team.”

PAT FOREST, NVRH DIRECTOR OF VOLUNTEER SERVICES

Financial Statements

Balance Sheets

SEPTEMBER 30, 2024 & 2023

ASSETS	2024*	2023
CURRENT ASSETS		
Cash and cash equivalents	\$ 4,375,088	\$ 7,519,800
Patient accounts receivable, net	11,228,068	10,189,126
Supplies inventory	1,436,487	1,366,841
Prepaid expenses	1,020,545	1,022,417
Other accounts receivable	2,562,291	2,122,861
Total current assets	20,622,479	22,221,045
ASSETS LIMITED AS TO USE		
Internally designed for		
Capital acquisitions	23,699,863	18,545,836
Funded depreciation	6,009,875	4,907,278
Donor restricted — other	382,275	380,769
Total assets limited as to use	30,092,013	23,833,883
Due from Parent	(877,353)	3,518,804
Property and equipment, net	28,690,666	24,551,840
Beneficial interest in net assets of Parent	4,608,103	3,875,323
Other long-term assets	3,749,362	3,418,209
Total Assets	\$ 86,855,270	\$ 81,419,104

*Unaudited

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.

LIABILITIES AND NET ASSETS	2024*	2023
CURRENT LIABILITIES		
Accounts payable and accrued expenses	\$ 10,447,338	\$ 9,417,727
Other current liabilities	3,785,411	4,588,170
Estimated third-party payor settlements	1,050,930	874,190
Current portion long-term debt	1,579,854	2,278,759
Total current liabilities	16,863,533	17,158,846
OTHER LONG-TERM DEBT		
Long-term debt	5,908,998	7,471,344
Other long-term liabilities	2,998,803	2,519,251
Total liabilities	25,771,334	27,149,441
NET ASSETS		
Unrestricted	55,596,919	49,520,772
Temporarily restricted	5,069,954	4,303,488
Permanently restricted	447,062	445,402
Total net assets	61,113,936	54,269,663
Total Liabilities and Net Assets	\$ 86,855,270	\$ 81,419,104

Operating Statement

FOR THE YEARS ENDED SEPTEMBER 30, 2024 & 2023

	2024*	2023
WHERE THE MONEY COMES FROM		
We billed for services to inpatients	46,933,981	47,492,883
We billed for services to outpatients	220,917,382	201,990,278
Total patient revenue billed	267,851,363	249,483,161
BECAUSE WE DID NOT RECEIVE FULL PAYMENT FOR AMOUNT BILLED		
Total uncompensated care	5,817,041	6,265,671
Those unable to pay (patient assistance) plus		
Those unwilling to pay (bad debts)		
From other contracted payors	140,531,921	131,053,535
Therefore we wrote off	146,348,962	137,319,206
OUR NET PATIENT REVENUE WAS	121,502,401	112,163,955
We had other operating revenue of	7,898,823	9,376,945
We received COVID-19 related government support of	—	—
OUR TOTAL OPERATING REVENUE WAS	129,401,224	121,540,900
WHERE THE MONEY GOES		
To pay salaries and benefits to our 693 employees	78,789,279	71,795,550
To purchase supplies and services	37,550,947	36,566,161
To pay the VT Health Care Provider Tax Assessment	6,652,495	6,377,974
To allow for wear and tear on buildings and equipment	4,722,577	4,426,205
To pay for utilities	1,345,405	1,372,587
To pay interest on our outstanding debt	238,346	415,298
OUR TOTAL EXPENSE WAS	129,299,049	120,953,775
THIS PROVIDES A NET OPERATING REVENUE OF	102,175	587,125
We had income (losses) from investments and non-operating revenue of	5,973,963	1,111,306
FUNDS REMAINING TO PAY ON OUTSTANDING DEBT AND TO INVEST IN THE HOSPITAL'S FUTURE (New and replacement equipment, new technology, new services, etc.)	\$ 6,076,138	\$ 1,698,431

*Unaudited

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 2023 Community Benefits Report.

FISCAL YEAR 2023 COMMUNITY BENEFITS REPORT	
Uncompensated Care	\$ 12,711,570
Charity Care	782,613
Medical and Professional Education	64,786
Cash and In-Kind Contribution to Community Groups	293,069
Subsidized Health Services	4,484,716
Community Health Improvement Services	1,211,224
TOTAL	\$ 19,547,978

The Community Benefits provided by NVRH during fiscal year 2024 are calculated and submitted to the IRS in late summer 2025 and will be posted to the FY 2025 annual report.

Medical Staff and Allied Health Professionals

AMANDA VAN STRATEN, MD

Medical Staff President

ANESTHESIA

Rebecca Barski, CRNA
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Michael Hawkins, CRNA
Jason Johns, CRNA
David Kaplan, CRNA
Leah Pearl, CRNA

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Susan Rhodes, LICSW
Lorraine Strang, LICSW

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Courtenay Lahey, WHNP-C
Anne M. O'Connor, MD

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Jane Goodman-Page, ANP

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Olivia Bellavance, PA
Jeremy M. Korsh, MD
Laura A. Nixon, PA-C
Matthew Prohaska, MD
Mark Regis, PA-C

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Patrick M. Fitzpatrick, DO
Deane E. Rankin, MD

PAIN MEDICINE

David Dent, DO
Bert Fichman, MD

PALLIATIVE MEDICINE

Anne Cowles, FNP-BC
Joyce Dobbertin, MD
Kelly Lemieux, FNP
Elizabeth Newman, MD
Mary Ready, MD

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Jacqueline E. Abella, DPT
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Kaela Drown, PTA
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Adelaide Adjovu, FNP-BC
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S. Allison McCabe, PA-C

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Candice Ortiz, MD
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Rita-Mary Sweeney, SLP

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NVRH Corporators

Corporators are an invaluable source of wisdom and perspective for current hospital leadership. They are key links in the essential communication system between members of our community and their hospital.

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NVRH Services

Ambulatory Services

- Day Surgery
- Pain Management
- Phototherapy
- Preoperative Evaluation

Audiology

Birth Center

- Childbirth Education
- Labor & Delivery
- Newborn Care

Cardiology

- Cardiac Event Monitor
- Holter Monitor
- Cardiac Stress Testing (Regular, Nuclear, and Echo Stress Tests)

Cardiopulmonary Rehabilitation

Care Management

Center for Pain Management

Chaplaincy Services

Community Connections

Diagnostic Imaging Services

- CT Scan
- DEXA
- Echocardiogram
- Mammography
- MRI
- Nuclear Medicine
- General Ultrasound
- X-Ray

Ear, Nose, & Throat (Otolaryngology) and Allergy

Emergency Department

- Physician-Staffed 24/7

HIV/Hep C

Inpatient Services

- Medical, Surgical, and Pediatric

Intensive Care Unit

Laboratory Services

- Blood Bank
- Pathology

Neurology

Northern Express Care

- Walk-in Primary Care Services

Nutrition and Diabetes Counseling

Occupational Medicine

Obstetrics, Gynecology, and Midwifery Services

Orthopaedics – Four Seasons

Outpatient Infusion Services

Palliative Medicine

Pharmacy

Physical Therapy

- Inpatient
- Outpatient and Occupational

Podiatry

Primary Care

- Corner Medical
- Kingdom Internal Medicine
- St. Johnsbury Pediatrics

Pulmonology

Respiratory Care Services

Sleep Medicine

Speech-Language Pathology

Surgical Services

- Anesthesia
- Ear, Nose, and Throat
- General Surgery
- Gynecology
- Obstetrics
- Orthopaedics
- Ophthalmology
- Podiatry
- Urology

Volunteer Services

Service to the Community

	2024	2023
Acute Inpatient Admissions*	1,494	1,513
Deliveries	232	231
Acute Inpatient Days*	4,954	5,310
Average Length of Stay (days)*	3.3	3.5
Operating Room Minutes	200,868	203,788
Emergency Department Visits	14,103	14,188
Diagnostic Imaging Exams	24,324	22,693
Laboratory Tests	249,235	218,962

*excludes swing bed and newborns

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Choosing Health

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