

# The Big Picture

**Michelle LeBeau**  
President &  
Chief Operating Officer



It's no secret that each of us rises each day with a goal to be our very best. To meet our mission. To take great care of our patients and each other. It's also no secret, that despite all your great work, our organization has been struggling financially for almost 10 years. Before COVID-19, we developed a plan to stabilize our finances over the long term. The pandemic's impact has made it clear that we must move quickly so we can continue to provide the care our loved ones and neighbors depend on.

In the first 4 months of fiscal year 2021, our loss of \$6.5 million was due to a drop in the number of patient visits - a direct result of the pandemic and a trend hospitals across the country are grappling with. COVID-19 continues to spread uncertainty along with sickness. Even if volumes return to pre-pandemic levels - and there is no guarantee they will - we must continue to work differently and adapt to this reality. Returning to business as usual is not an option.

Our immediate response to these mounting challenges includes a combination of reduced hours, layoffs and retirements in addition to the consolidation of hospital facilities and a tighter focus on our scope of service. Vacant positions not directly related to patient care will also be eliminated. These measures will result in the reduction of 60 full-time equivalents (FTEs) while reducing overhead expenses. Our ultimate goal is to balance the services we provide and the size of our organization with the needs of our patients and community. Beginning this week:

- Some leadership positions have been eliminated; others have seen a permanent reduction in hours. Over a period of months, other leadership positions will be eliminated as individuals retire, or will be left unfilled as we work to align our resources with our current patient needs.
- FastTrack, a service that was seeing an average of 6 to 8 patients a day, has been closed permanently. Patients presenting to the Emergency Department (ED) in need of non-urgent care are being cared for in the main ED. While the repurposing of this space has yet to be determined, we will look to use it in a way that enhances both our patient and employee experience.
- Plans are underway to move all of our Rehabilitation Services back to our main campus - their new home will be in our current administrative office space. This move not only reduces infrastructure-related expenses, it supports our commitment to building a better experience for our patients and people by creating a single, convenient location and bringing our Rehab Team together under one roof to better support both outpatient and inpatient coverage.
- We're looking at opportunities to consolidate medical practices to offer patients convenience while reducing our footprint and overhead. I will share more information about this endeavor in the coming weeks.

These difficult decisions, while necessary to protect our future, will have a ripple effect throughout our organization. They will impact the lives of our family, friends and colleagues in dramatic ways and it will be important that we remain compassionate, empathetic and focused on our mission during this trying time.

These measures are a continuation of the challenging work we began last year. As we look for even more ways to adapt and serve our community as a smaller organization, more changes will likely occur. Moving forward, we'll focus on our core services and continue to foster partnerships with our UVM Health Network partners to ensure this region has access to the care it needs, while keeping it as close to home as possible.

CVPH today is a much different organization than it was 75, 25 or even 5 years ago because, as the industry changed, we have adapted. Ours is a history of evolving to meet the needs of this community. And just as before, this next generation of CVPH will rest on our unwavering commitment to our patients and each other.

Thank you for always keeping our patients at the center of everything you do, and for the care and compassion you give them, and each other, every day.

**As always, feel free to reach out to me any time at (518) 562-7055.**

A handwritten signature in black ink that reads "Michelle". The signature is fluid and cursive, written in a professional style.

**Join a  
Virtual Town  
Meeting  
with the  
Administration  
Team**

**- Q&A Session -**

**Thursday, March 18  
at 1:00 pm**

Watch your email for an invite.