The letters and emails I receive almost daily from patients and their families are reminders of the impact we have on so many lives. Health care is complex, challenging and ever-changing. And at the same time, it’s deeply personal. The notes I receive are a frequent reminder of that.

The ability to truly make a difference in the lives of our patients is a daily challenge. Confidently, it’s one that our team rises to each day as we devote our heads, hands and hearts to our patients and each other. The physicians and employees who work here are an exceptional group of professionals who do extraordinary work. They focus their collective energy and skills on our Patients & Families, our People and our Community.

In this 2016 Annual Report, you’ll read about the programs, services and people that are truly changing lives. You will also learn about the vital role the community plays in our success. From supporting the wide variety of CVPH Foundation events and activities to direct donations to the Foundation’s funds and initiatives, we’re fortunate to be part of a community that believes in our mission. Because of this tremendous support, the Foundation continues to be a driving force in the health and wellbeing of our region.

This report also provides a snapshot of the year’s challenges and accomplishments. As health care continues to move toward a population health paradigm, we’re developing new affiliations, creating new programs and adapting existing services to embrace change and secure a brighter future. As a member of The University of Vermont Health Network, we are better positioned to not only adjust to the new health care landscape but to take an active role in shaping it.

2016 was a year of introspection and building bridges. We’ve reconnected with our roots, celebrating one of our founders, William H. Miner and we committed to fostering a work environment that is supportive and nurturing to the personal and professional development of our team. At the same time, we’ve looked beyond our organization to partner with others in a quest to support a healthier community.

On behalf of the Board of Directors, I want to thank everyone who has played a part in this remarkable year. Your efforts have laid the groundwork for an exciting new chapter in this organization’s future.

Stephens Mundy
President & CEO
John Rock feels great these days – and grateful to the Cardiology team from The University of Vermont Health Network. The retired NYSEG lineman credits the team with not only saving his life but changing it in a very positive way.

John was an athlete in his youth but admits that as time passed, some bad habits took hold. Poor diet choices and a sedentary lifestyle began to take their toll. A routine visit to his primary care doctor changed all that.

“I was being treated for high cholesterol and Dr. (William) Pelton heard something odd when he was listening to my heart. He sent me for a stress test and I failed it.” John was then referred to The University of Vermont Health Network - CVPH Cardiology and was scheduled for a catheterization with Dr. Timothy Garrand. “I had so much blockage (in my arteries), the doctor could not place a stent. He told me I was critically ill – 90% of my widow maker was blocked,” Rock explained.

The widow maker is a term commonly used to describe the vessel that runs along the front of the heart (the anterior interventricular branch of the left coronary artery). Should that vessel become blocked, especially at its beginning, the entire front of the heart is deprived of blood which can cause life-threatening consequences. “I had no symptoms – no chest pain – nothing. Dr. Pelton just picked up on something. They told me I was lucky (he did).”

“That was on Tuesday. The next day I was in an ambulance and headed across the lake to The University of Vermont Medical Center. Dr. Frank Ittleman performed open heart surgery the next day.”

Cardiovascular services are one of the first integrated services in The University of Vermont Health Network. Patients are diagnosed and receive care as close to home as possible and benefit from an entire team of cardiac specialists.

John believes the surgery in Burlington, VT was not the end of his journey with heart disease but rather the beginning of a new life. Shortly after his surgery, he was referred to Cardiac Rehabilitation at CVPH and that’s where he met Shirley Doolen, RN, Pam Ryan, Certified Clinical Exercise Physiologist and Ann Watts, Registered Dietitian and Certified Diabetes Educator.

“They changed my life,” he states emphatically.

According to Dr. Christopher Palma, Cardiac Rehabilitation Medical Director, “It is important to acknowledge that cardiac surgery and/or angioplasty with stenting is only half of the process in treating a cardiac patient. The potentially more important component in helping a patient attain a durable outcome is the positive lifestyle changes a patient makes (after their cardiac event).”

Our Accredited Cardiac Rehabilitation Program gives our patients the foundation they need to move forward and make positive lifestyle changes that help them approach living their lives more confidently and healthfully, according to Dr. Palma, who is board certified in cardiology.

Cardiac rehabilitation is a supervised program that incorporates progressive exercise and education, including dietary and lifestyle counseling. It helps patients confidently develop therapeutic lifestyle changes after a cardiovascular event, according to Dr. Palma. “Numerous studies have shown that patients have better survival when they complete a cardiac rehabilitation program.”
Our nationally recognized heart program partners with The University of Vermont Medical Center, one of the country’s leading academic medical centers. Together, access to the latest treatment options is available to cardiac patients in our region.

“John came to us with an open mind and was ready to make some changes. He had a wake-up call and knew he had to change his diet, exercise more and change his lifestyle,” explained Pam.

Shirley agrees. “John was motivated to make the lifestyle changes he needed to, such as adding exercise back into his life, changing his dietary habits and soaking up as much information about heart disease and what he could do to make this second chance work.”

The Cardiac Rehab team teaches patients about the importance of exercise, a healthy diet, stress reduction and other lifestyle changes but, Pam points out, they have to actively participate for the real change to take hold.

Shirley said that the experienced Cardiac Rehab team also has access to a variety of other health professionals who can help patients with questions or who need additional help. “We have a wonderful resource pool to go to such as our cardiologists, nurse practitioners and our physician assistants. Having a Registered Pharmacist available to discuss medications is very helpful too.”

“They are fabulous!” John, who is 75 pounds lighter, said. “The information they gave me and what they taught me has changed my life.” He walks at least 2 or 3 times a week, at least 30 minutes each time. He said he’s more aware of what he eats. Vegetables, fruits, nuts, and chicken are mainstays of his diet now. “I used to like my pizza and beer,” he added. Since cutting back on sugar and salt, John said he feels great. “I just feel so much better.” Keeping up with grandchildren is not a struggle.

“Of course, you’re a bit nervous when you start out. But they are there to supervise and encourage. They check on you and make sure you are doing okay – not too fast or too slow.”

“You have to have a positive attitude – that’s 80% of it. This will change your entire life for the better. I was sad when it ended and I’m really glad I did it. I still check labels on the food I eat. It’s a great program and I have nothing but praise for them.”
The CVPH Emergency Department (ED) triage nurse greets the shy 39 year-old man as if they were personal friends. “What brings you here today,” she says, with a slight emphasis on today. The nurse recognizes the man – it’s not his first visit to the ED - it’s his 23rd in the past 120 days.

The CVPH ED sees 48,000 patients each year. A small percentage of those patients are considered super utilizers – they are return customers who have a multitude of physical and behavioral health concerns as well as psycho-social challenges that are often difficult to address in an Emergency Department setting.

“Emergency Departments are not set up to care for patients like this. We are designed to treat the medical issue and admit or discharge,” explained Ken Thayer, Associate Vice President of Patient Care Operations and former Emergency Department Director. He added that not being able to meet the needs of these patients is a huge frustration for the staff. “They want to help; it’s what they do. Sometimes it’s simple things that could make a huge difference for these patients, like having transportation, but we’re not equipped for that.”

Super utilizers put a strain on an already overtaxed system and contribute to the skyrocketing costs of health care. Two percent of the Adirondack Health Institute’s Medicaid enrollees are defined as super utilizers. They account for 26% of the ED visits (by Medicaid recipients) and 28% of inpatient admissions. Medicaid spending on these patients is 2.3 times greater than recipients who are not super utilizers. It spends about $19,000 on each super utilizer and just $8,000 per Medicaid recipient (not considered a super utilizer).

Across New York State, super utilizers also account for a large number of ED visits and inpatient admissions both of which drives a high rate of spending. A review of 2015 state-wide Medicaid claims indicates that super utilizers drive 21% of ED visits and 34% of inpatient admissions by Medicaid enrollees. The average spending per super utilizer over a one year period of time is 4.1 times greater than for no super utilizer recipients.

As part of the state’s Delivery System Reform Incentive Payment Program (DSRIP), a federally funded initiative designed to reduce avoidable hospital use over several years, CVPH has been designated as a hot spot for super utilizers. To help address this concern, the ED enrolled in the Medicaid Accelerated Exchange Series program which brings front line clinicians together to redesign the way care is delivered to this patient population.

A team was assembled that included members of the CVPH ED staff, other hospital specialties and five community organizations: AHI Medical Home, Champlain Valley Family Services, Behavioral Health Services North, National Alliance on Mental Illness, Clinton County Mental Health and the Department of Social Services. The team identified 91 patients (those who had visited the ED 10 or more times in one year) who logged 1,245 visits and 243 inpatient admissions over the course of a year. Patients were invited to participate in the program and assessed to identify non-medical issues that may have led to their admission either to the ED or to a hospital inpatient unit. Connections to outside agencies that may be able to assist with the concerns were also facilitated.

A novel approach to caring for complex patients yields impressive results
These patients are often socially isolated...They have health concerns with no easy medical fix.

KEN THAYER | Associate Vice President of Patient Care Operations

The results of the team’s work are impressive. The 39 year-old man welcomed by the triage nurse is a primary care taker to his disabled wife and suffers from anxiety and social issues. After participating in the program and working with the team, his hospital visits decreased by 65%. Another patient who suffers from anxiety, OCD and depression had 21 visits to the ED in 3 months prior to his participation in the program. After working with the team, he’s had one visit.

Thayer explained, “These patients are often socially isolated. Some (but not all) have substance abuse issues. They have health concerns with no easy medical fix. All see the ED as the only place they can turn to; they don’t feel as if they are in control of themselves or their health care.”

The 39 year-old caretaker agreed. “I have had anxiety with panic attacks for my whole life. For years there have been people that thought I was either faking or I could control what happens, and that is incorrect. This caused me not to trust many people for years.”

“The thing that led me to join the program is the fact that I had to use the Emergency Room approximately 30-40 times in a few months, mainly due to severe panic attacks and the loss of my psychiatrist. The added life stressors on top of everything were making the problem worse. I was shutting down and panicking more and more. In my own head all the stress was completely wearing me down physically and mentally,” he explained.

Thayer added that collaboration and an understanding that every patient is unique and will require an individualized care plan are keys to the team’s success. “Our approach has been different. The team first established a working relationship with the patient, identified barriers to care and provided connections to and engagement with resources within the community. When he or she comes to the ED, the Case Manager is called in and we follow through on the plan.” He explained that persistence and communication in real time have also been contributing factors. “I think all involved agree that this initiative has changed lives.”
Holding a cup of coffee today means a bit more to Mike Bond of Plattsburgh than it used to. After a horrific work-related accident, there was some question as to whether or not he’d ever be able to hold anything in his right hand again. But Mike’s can-do attitude, coupled with strong support from family and a great partnership with Certified Hand Therapist & Sr. Occupational Therapist Rebecca McCambridge, has put a warm cup of comfort in his hand once again.

Bond was working as a machinist for a local manufacturer in April of 2016 when his right-arm coat sleeve was caught in the mechanisms of a machine he was working on. “It was like something grabbed my arm from behind,” Bond said of his initial thoughts as he grappled to remove his appendage from the machinery. “I guess I was running on adrenaline because I didn’t feel any pain. When I got my hand out, I didn’t look at it,” he added. “I remember thinking, ‘Man, I almost messed up my arm.”

His supervisor quickly applied a tourniquet to the arm and got Mike to the Emergency Department where he was seen by Dr. Marissa Matarrese, board certified plastic, hand and reconstructive surgeon of CVPH Plastic, Reconstructive and Hand Surgery. Despite all attempts to save the hand, the damage was so severe – with uncountable broken bones and severed arteries, tendons and nerves – that the only viable option was amputation.

“I thought I had lost my best friend,” he said of waking from the surgery to learn of the procedure to remove his right hand and lower half of the arm. “Part of me had died.” That feeling of despair did not linger.

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“Myke had a very positive attitude towards his recovery and was willing to discuss early prosthetic use. He took an active role in researching different types of prosthetics,” explained Rebecca. The two began working together two weeks after his surgery. “On the very first visit, I realized that he could still actively contract some of his finger muscles. “I decided that Michael would be a good candidate to be given a myoelectric hand versus a standard (cable-style) system and started to do the research,” she said.

The myoelectric hand uses nerve impulses from the brain to stimulate hand movement. Mike operates the hand using his own muscles, not a cable. Each myoelectric hand is tailor-made for each client. It offers someone like Mike, with a trans-radial amputation, a self-contained unit with 7 types of movement. “It’s a huge advancement to the older style prosthetics,” Rebecca added.

Once the decision was made to pursue the high-tech prosthetic, they began working on neuromuscular reeducation techniques, guided imagery and desensitization techniques to lessen the phantom limb phenomenon and assist with muscle memory. At home and with the support of family, Mike worked on daily range of motion, endurance training and of course, wound care including the shaping of his residual limb to fit in a prosthetic.

At 58 and right-handed, he had lived his entire life relying on the appendage for work and personal activities. The traumatic injury has changed all that but he said he does not consider himself handicapped, and though he believes it will be difficult for him to return to his normal work as an electrician/mechanic, he still has plenty of goals to remain active.

A positive attitude, high tech and expertise offer a stronger grip on a bright future.
“With the complexity of health care, our Key Results (Our Patients & Families, Our People and Our Community) provide us with focal points on which to dedicate our energy, resources, and passion for high quality patient care. They offer straightforward targets to align our efforts. How are we contributing to the patient experience? What are we doing to help the organization remain financially viable so we can continue to provide great care? How are we treating each other and how is the culture impacting the care we provide? Asking these questions helps us to align everything we, as an organization, say, think and do. Our key results provide clarity, de-cluttering our world and are exceedingly valuable in set our priorities. The following are some of our 2016 highlights with a spotlight on the Key Results:

GIVING LOVE A HELPING HAND

The R3-Progressive Care Unit hosted a very special event in November when Jenn Dashnaw and Gilles Carter were married with the help of a number of staff members. Jenn’s dad, Daniel Dashnaw was a patient on the unit and in rapidly declining health. Because she couldn’t imagine getting married without having her dad walk her down the aisle, the bride-to-be and her fiancé, decided to abandon the September wedding date and tie the knot as soon as possible. Three days later, in a transformed hospital room, the two were married. Presiding over the nuptials was Rebecca Shutts, RN, Progressive Care Operations Manager who is an ordained minister. Food Service Worker Jane Zinchelli loaned the couple an arch for the wedding and Marketing Communications Specialist Courtney Coryea served as wedding photographer while Vice President and Chief Quality Officer Wouter Rietsema, MD edited the photos after the event. There were many staff members who pulled together to make the day a memorable one for the Dashnaw-Carter Family. “It seems like some people, they go to work and it’s their job, how they pay bills,” said Jeanne Dashnaw, mother of the bride in a Press Republican news story about the special day. “But what they’ve done for my family and what they do for their patients shows that care.”

CVPH HAND THERAPY CLINIC

Debbie Gardiner, PT, CHT

Rebecca McCambridge, OTR, CHT

Suite 103, 214 Cornelia St.,
Plattsburgh, NY 12901
JOINT COMMISSION SURVEYORS IMPRESSED

The Joint Commission Accreditation Follow up Survey was successful in addressing all of the areas of opportunity for improvement from our Triennial Survey. The unannounced two day survey evaluated compliance with the hospital standards related to environment of care, medication management, infection control and prevention. The surveyor conducted staff interviews and onsite observations. One finding for improvement was the Workstation on Wheels (WOW’s) in the hallways. Receiving The Joint Commission’s Gold Seal of Approval for Hospital Accreditation demonstrates CVPH’s commitment to providing safe and effective patient care.

SAME DAY DISCHARGE FOR SOME PCI PATIENTS

Invasive Cardiology now evaluates patients for same day percutaneous coronary intervention (PCI) discharge. This program improves patient satisfaction by allowing the patients who are medically able to return home to recuperate. Cardiology nurses follow up with phone calls the next day to be sure the patient has everything they need and their questions are answered.

Traditionally, PCI patients were being observed for one night post procedure with the exception of acute myocardial infarctions (MI). These patients generally stay two or more nights depending on their conditions. Dr. Eric Gauthier, Interventional Cardiology Medical Director and Beth LeClair, Manager Invasive Cardiology, with input from our network partner The University of Vermont Medical Center (UVMMC) created an algorithm which allows the team to evaluate each PCI patient to determine eligibility for same day discharge. UVMMC and St. Peter’s in Albany have same day PCI discharge programs and report great success. Studies have shown that approximately 25% of the patients are eligible for same day discharge which would give us an average of 13 same day discharges a month translating to an increase of 156 available beds per year.

INTERVENTIONAL RADIOLOGY EXPANDS

The Interventional Radiology (IR) Department unveiled its state-of-the-art suite in November. The new addition enables more patients to benefit from this diagnostic and treatment service. IR offers patients minimally invasive, image guided diagnosis and treatment of diseases in nearly every organ system. Patient benefits include quicker recovery, less pain and reduced risk of complication.

CVPH PATIENT TRANSFER HOTLINE

As part of our ongoing effort to improve quality of care, a Patient Transfer Hotline was established to help facilitate rapid transfer and direct admissions of patients from referring facilities and to ensure the best possible outcomes. By calling a dedicated phone line, representatives from referring facilities speak with an experience RN Case Manager who assists in getting their patient to the right bed, in the right facility.

SPECIALIZED CARE OF THE OLDER ADULT PATIENT

The R7 team is breaking new ground in the care of older patients, adopting the Nurses Improving Care for Healthsystem Elders (NICHE) program. NICHE, a nurse-driven initiative, uses evidence-based protocols to address issues specific to the older adult patient; improve outcomes and increase patient and family satisfaction levels. Last year, 52% of our Med-Surg population was 64 years old or older. These patients have unique needs and NICHE helps educate and support the team as they care for them. Fulmer Duckworth, III, Geriatric Resource Nurse is part of team focused on introducing NICHE to all Med-Surg units.

VOLUNTEERS ASSIST WITH FALL PREVENTION

The Patient and Volunteer Departments have teamed up to establish a program to keep patients safe. The patient care team, after developing protocols to assess the risk of falls, looked to volunteers for assistance. Volunteers are now visiting patients, acting as a second set of eyes.

Falls are the leading cause of hospital injuries and can extend a patient’s stay or complicate their recovery. Every year in this country, according to the Joint Commission, hundreds of thousands of patients fall in hospitals, almost half resulting in injury. At CVPH, more than 80% of patients are at risk. General health, medications and an unfamiliar environment are contributing factors.

Volunteers reinforce how to use the nurse call system and the importance of asking for help if needed. They make sure that items the patient may need or want are within easy reach and their pathway to the door or restroom is not obstructed. Concerns are communicated to the nursing staff.

OUR PATIENTS & FAMILIES

From left, Curt Snyder, MD, Chief of Radiology and Interventional Radiologists William Pace, MD and Julio Lemos, MD cut the ribbon during the grand opening.
EMT OF CVPH EARNS EMS AGENCY OF THE YEAR AWARD

Congratulations to the men and women of EMT of CVPH. They were named 2015-16 EMS Agency of the Year by Mountain Lakes Regional EMS Council. EMT of CVPH is comprised of 50 Emergency Medical Technicians (EMTs) committed to providing the very best pre-hospital care. The company services several towns and fire districts throughout Clinton County as well as providing inter-facility transports. Twenty-four hour coverage is provided for the eastern district of the Town of Plattsburgh, all of Beekmantown, Keeseville and Peru Fire Districts and part of Schuyler Falls. EMS assistance is provided to Chazy and West Chazy Fire District 16 hours a day. The company operates seven ambulances and takes great pride in the work they do. It shows!

PERATREND™ ASSISTS IN PATIENT CARE

PeraTrend, a tool that assists in visualizing patient conditions providing opportunities in early intervention, was launched in September. It utilizes a scoring methodology that places 50+ measures in an automated algorithm that displays changes in a patient’s condition real-time. Accurate and timely documentation matters as it determines a patient’s trend in condition. These measures are patient data items that are collected from labs, vitals, and assessments in our current electronic medical record (EMR). PeraTrend is embedded in the electronic medical record allowing for easy access.

CWC TEAM EARNS BRONZE SAFE SLEEP DESIGNATION

The Alice T. Miner Women and Children’s Center (CWC) staff was recognized for their work in achieving a bronze safe sleep designation from the National Safe Sleep Hospital Certification Program. Program organizers applauded the team for its commitment to best practices and education on infant safe sleep. The CWC is one of the first units in New York to receive the title. A multidisciplinary task force was created to address this important issue. Sleep related death results in the loss of more than 3,500 infants each year in this country. Education is key to the prevention effort. The team uses the slogan, Always Remember the ABCs of Sleep, in helping parents remember the basics of safe sleep.

- Alone - Your baby should always sleep alone. The safest place for your baby to sleep is in the same room as their caregiver, but not in the same bed.
- Back - Your baby should always sleep on their back.
- Crib - Your baby should always sleep in a crib. Use a crib or bassinet that meets current safety standards.

BACKPACK PROJECT COMES TO CVPH

Each of the 70 backpacks displayed on our front lawn represented 25 people (age 10 and older) who were lost to suicide in New York in 2015. The Back Pack Project was sponsored by the Clinton County Coalition to Prevent Suicide to raise awareness about preventing suicide. Free school supplies were also offered. Occupational Health & Wellness, with a helping hand from a number of staff members, assisted in the successful and moving endeavor. Inside, a bulletin board memorialized the loved ones of staff members who were lost to suicide was on display near the cafe.

OCCUPATIONAL HEALTH & WELLNESS

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A certificate of need was submitted to the New York State Department of Health for a 35-bed long term care unit on 5Main. The new unit will be built to meet the specific needs of our senior population. A majority of the new unit’s census will include patients who have special medical and behavioral needs. Our staff is uniquely qualified to care for patients who are medically complex. These patients traditionally pose challenges for other long term care facilities and our decision to create this unit is based on a continued need within our community for this type of long term care. Discussions with the Department of Health have also validated this need. When complete, the new unit will include 33 private rooms and one semi-private room, patient/family and staff lounges, enhanced bathing facilities, a dining room and an activity room. The physical nature of the current unit on 6Main has prohibited any significant renovations. The new unit will have 20 long term care beds and the capacity to care for 15 sub-acute patients. It’s expected that pending state approval, the construction project will take four to six months to complete. The total cost of the project is estimated at $1.4 million dollars. Once the 5Main renovation project is complete, the remaining patients on 6Main will be relocated to 5Main. Discussions on a plan to create a new Adult Mental Health unit on 6Main have begun.

INTERVENTIONAL CARDIOLOGY REACHES MILESTONE

In October the Invasive Cardiology Department reached another impressive milestone when Dr. Timothy Garrand, Interventional Cardiologist performed the 6,000th percutaneous coronary intervention (PCI). Dr. Garrand opened the PCI program here and did the first PCI on January 12, 2005. He went on to do 202 PCIs that first year as the only interventional cardiology physician on staff. Our nationally recognized program now has four interventional physicians performing PCIs. Volume has also grown to an average of 600 PCIs a year. For the past eight years, we’ve earned national recognition for our services. Congratulations to all of the physicians, Dr. Timothy Garrand, Dr. William Bradley, Dr. Eric Gauthier and Dr. Roger Ishac for all of the exceptional care they provide every day to our patients. Without their professional expertise and dedication none of this would be possible. Also, a huge congratulations to all of the dedicated Interventional Cardiology staff pictured above: Michael Roulston, Shawn Newell, Brendan Thornton, Courtney Shutts, Tara Tarbell, Patti Darrah, Crete Decker, Melissa Dolaway, Beth LeClair, Heather Granger, Yamilee Clark, Hannah Warner, Sheila Marshall, Sevket Taskin, Jason Dubrey, Cy Britto, Tina Bedard, Susan O’Connell, and Michele Drollette who work side by side with the physicians each and every day to provide exceptional care to our patients.

SMOKING CESSATION PROGRAMS OFFERED

Elise Rock, RN, Care Manager, Northern Adirondack Medical Home, became a certified Tobacco Treatment Specialist through the nationally-recognized Tobacco Dependence Program at Rutgers University. Through the Medical Home, Rock offers smoking cessation support and education.

PLANS FOR NEW LONG TERM CARE UNIT

CREATING A MEANINGFUL VIEW

A staff-driven initiative has created a pleasing and meaningful environment at the Diagnostic Center. Lab assistants Nicole Cormick, Tawnia Boire and Shannon Creller paint ceiling tiles, each with a special meaning or message, and are installed in the ceiling of the Diagnostic Center, located in the CVPH Health Plaza.
A GIFT FROM THE HEART
Theresa Kempisty of the FitzPatrick Cancer Center coordinated a gift from the heart for her friend and Cancer Center patient, Matt Thompson. Matt, who is battling Hodgkin's lymphoma, received tickets to a New York Yankee's game. He and his family were also able to meet some of the players. Theresa spearheaded the effort to grant Matt's wish through the Dream Foundation and is quick to point out that it was a real team effort. Kempisty, a Red Sox fan, and Thompson, a devoted Yankee fan met two years ago when he began his battle against cancer. The two have had a good natured rivalry ever since.

DR. DINO SANTORO RECEIVES FIRST DR. ROBERT L. COLLINS EXEMPLARY COLLEAGUE AWARD
The Dr. Robert L. Collins Exemplary Colleague Award was established to honor the late Dr. Robert L. Collins, mentor, colleague, physician, friend, and advocate for patients, families and co-workers. Dr. Collins was a shining example of what it means to be part of CVPH. Wearing his trademark orange Crocs, he helped us all be and do our best not only for the sake of patients but for our own personal and professional growth. Dr. Dino Santoro, psychiatrist was the first recipient of the award. Nominees were Julie Brunell, Human Resources, Dr. Keith Collins, Family Medicine Center, Greg Freeman, Occupational Health & Wellness, Michael Garvey, Pharmacy, Patricia Johnson, FitzPatrick Cancer Center, Jill Kanaly-Demers, Palliative Care, Cheryl Liberty, Nutrition Services, Billie Peari, Rehabilitation and Richard Zeppieri, Pharmacy.

SAFETY AMBASSADOR NAMED
Ron Paola became our first Safety Ambassador. Ron works in quality and promotes safety and health of all employees. This new role reflects our deep commitment to taking care of our people by creating an environment of safety and awareness.

HEALTH FAIR HIGHLIGHTS OFFERINGS
Occupational Health & Wellness and Integrative Therapy hosted an Annual Health Fair that featured a variety of vendors and information about programs about walking programs, community supported agriculture, massage therapy and a number of other programs designed to help employees in their quest to live healthier and happier lives.

SIGN RE-DEDICATION
President & CEO Stephens Mundy, left, along with William H. Miner Foundation Trustee Joseph C. Burke, center and Miner Institute Vice President Kirk Beattie helped to unveil a bronze sign that once hung in the Physicians Hospital. The sign included in a display that demonstrates our connection to Miner’s legacy and our Guiding Principle is located in our Lobby across from the Gift Shop.

CONNECTING OUR PROUD PAST WITH OUR BRIGHT FUTURE
The re-dedication of a sign that once hung in the Physicians Hospital and the debut of the documentary “Heart’s Delight – The Story of William H. Miner” helped us celebrate our connection with Mr. Miner and his legacy in the North Country. Mr. Miner’s contributions to the Champlain Valley are vast. His reach went beyond the walls of Physicians Hospital to include Heart’s Delight Farm, a state of the art agricultural center, which later became Miner Institute; the first central school district in the country, Chazy Central School, several dams and powerhouses that provided electricity to the area. Coming from small beginnings, he accomplished great things.

Taking our cue from Mr. Miner, our guiding principle, “Every day, I devote my head, hands and heart to my patients, my peers and community” has become embedded into our culture. It connects our proud past to our strong future as part of The University of Vermont Health Network.

We rededicated a sign that was, we believe, first dedicated at the groundbreaking for Physicians Hospital in 1923. It was displayed at the hospital for decades before being retired to Heart’s Delight Farm. It now hangs proudly in our Main Lobby. The documentary was screened at the Strand Theatre with a special showing for the CVPH family.

FLAG DAY CEREMONY ON OUR FRONT LAWN
Retired Navy Chief Joe Patnode of Facilities, left, and Army Veteran Jason Laundry of EMT of CVPH prepare the old flag for a proper disposal as part of the Flag Retirement Ceremony held on Flag Day. Thanks to Joe and Jason, Retired Air Force veteran Ken Thayer, RN, of the ED, Retired Army Captain Daniel Lee, RN, PCOC, Retired Navy Captain Kent Hall, MD, Administration, Retired Marine Gunnery Sergeant Dale Wells, AEMT, Retired Air Force Technical Sergeant Kent Faus, Security and Air Force Veteran Roger James, Biomedical Engineer for planning and executing this special event. Interfaith Chaplain Robert Basom offered opening and closing prayers.

OUR PEOPLE
RADIOLGY SCHOOL CELEBRATES 50 YEARS
The School of Radiologic Technology awarded 12 diplomas at its 50th Commencement Exercise in June. The graduation ceremony and reception were held on the front lawn of the hospital. As part of the school’s 50th graduation anniversary, Radiology Associates offered to match any donation made to the school which significantly contributed to the School’s coffers. On hand for the festivities were former members of the schools administration from left, Faye Ashline, Dr. Robert Buran and Jim Wilson.

TRAUMA EDUCATION DAY HELD IN MEMORY OF KAREN PREVO
The Trauma Education Day has been renamed The Karen Prevo Trauma Education Day in honor of the late Trauma Manager Karen Prevo. Karen was the driving force behind the first Trauma Education Day. The event is a daylong educational opportunity offering staff up-to-date information about the care of trauma patients.

STUDER CONFERENCES FOCUSED ON QUALITY
Many CVPH employees took advantage of the virtual Studer Conferences held here in early May. The Studer Group works with health care organizations to help them achieve and sustain exceptional improvement in clinical outcomes and financial results. The focus of the sessions was HCAHPS Quality of Care. Program topics included engaging patients, employees and physicians, developing front line leaders, shift huddles and rounding.

DIABETES PREVENTION PROGRAM RECOGNIZED BY CDC
The National Diabetes Prevention Program (NDPP) coordinated by Occupational Health & Wellness received full recognition by the Centers for Disease Control (CDC). The recognition was awarded after a review of the program and it was determined that it met all of the CDCs standards. The NDPP is offered to employees who meet specific criteria, specifically they must be at risk of developing diabetes (either by risk evaluation or blood test). Participants work with health care professionals to address two major components of preventing Type 2 diabetes, exercise and nutrition. That coupled with group support helps modify lifestyle choices to promote optimum health.

CHIEF OPERATING OFFICER AND CHIEF NURSING OFFICER NAMED
Michelle LeBeau was named Chief Operating Officer (COO) and Chief Nursing Officer (CNO) after the retirement of Debra Donahue. Debra stepped down after 35 years, most recently serving as COO.

Michelle began her career at CVPH as a Critical Care Nurse in 1991. After serving as a Home Health Administrator for Home Medical of America/Chartwell Caregivers from 1995 to 2002, she returned here as Employee Health Supervisor. In addition to her nursing degree, she holds a bachelor of science in business management and a master’s degree in Human Resource Management. “We have exceptional people doing extraordinary things every day. We come together to do our very best for our patients, each other and the community every day. I look forward to working and learning beside them as we achieve our next level of success,” LeBeau said.

HELLER NAMED SNF ADMINISTRATOR
Brad Heller returned to the Skilled Nursing Department as Administrator in July. Brad received a Bachelor of Science in Business Administration from Kentucky Christian College, Grayson, Kentucky in 1994, a Masters of Arts in Healthcare Administration from Dallas Baptist University, Dallas, Texas in 2004, and later completed his Licensed Nursing Home Administrator Core of Knowledge course from The Ohio State University, Columbus, Ohio in 2005.

He has a strong background in long term care administration having worked for Altlcare Skilled Nursing Facility of Ohio from 2006-2008, Millcreek Nursing and Rehabilitation from 2008 to 2009, and CVPH from 2009-2011. Most recently Brad has been Program Director for Mount Carmel East Wound Care Center in Columbus, Ohio.

PARTNERS IN KNOWLEDGE DAY A HIT
The Clinical Education Manager Team hosted a Partners in Knowledge Day, a one-stop opportunity to learn lots of “good stuff” about the equipment, expertise, skills and services offered here every day. Wound vacs, bariatric beds, chest tubes, the Women & Children’s Center’s blood warmer, fluid warmer and a bladder scanner were on display and information about pharmaceutical waste, palliative care, restraints/seclusion and the Columbia Suicide Screening was available. Details about the American Association of Critical Care Nursing, Academy of Medical Surgical Nurses, Occupational Health & Wellness, Environmental Services were also on hand for the daylong event.

MGM GROWS
Medical Group Management (MGM) welcomed 150 staff members of the MGM practices as CVPH employees. Urology and Interventional Cardiology practices joined MGM which provides administrative support to physician offices affiliated with CVPH and The University of Vermont Health Network.
OUR COMMUNITY

FAMILY MEDICINE RESIDENCY WELCOMES FIRST CLASS
The first class of Family Medicine Residents was announced in March – National Match Day during a celebration held in the Lobby. Ashley Bernotas, MD of Toronto, Ontario, Aaron Esterson, MD of Montreal, Quebec, Therese Ray, MD of Cleveland, OH and Stephen Winfield, MD of Charlottetown, Prince Edward Island, began their training in Family Medicine here in July.

FAMILY MEDICINE RESIDENCY STUDENT LOAN RELIEF
We’ve partnered with other northern New York health care facilities and The University of Vermont Health Network and The UVM Medical Group, to offer graduates of the Champlain Valley Physicians Hospital Family Medicine Residency up to $120,000 over three years to help offset their student loans. In return, the graduates commit to practicing in the region.

NEW HEALTH CENTER, OUTPATIENT PHARMACY PROJECTS RECEIVE STATE FUNDING
Capital projects involving The University of Vermont Health Network received a total of $18,281,355 from New York State Capital Restructuring Financing Program (CRFP). CVPH patients will benefit from $5.5 million of that amount as plans can now advance to construct a federally qualified health center and renovate for additional behavioral health services.

The federally qualified health center, a collaborative endeavor with Queensbury-based Hudson Headwaters Health Network received $3.6 million in CRFP funds. Hudson Headwaters is a not-for-profit system of 17 community health centers. The health center will be located on the site of the CVPH Health Plaza and will provide comprehensive primary care to the entire community.

The renovation of space for an outpatient pharmacist and transitional care coordinator for our behavioral health patients received $1.95 million in state funds. The new outpatient pharmacy will be located across from the Emergency Department on the second floor of the hospital. The goal is to assist patients as they transition to outpatient care and improve medication adherence while decreasing unnecessary readmissions or visits to the Emergency Department. Projects in Ticonderoga ($91. million) and Malone also benefited from this capital funding program.

LAB HELPS VETERANS WITH SUCCESS HEP C SCREENING
The Laboratory Team joined forces with the American Legion Post 1619 to conduct a Hepatitis C screening for veterans back in November at the Legion on Rand Hill Road, Morrisonville. Hepatitis C is a viral pathogen that can lead to liver cancer and death. Veterans who served between 1964 and 1985 are encouraged to be tested. The successful program received national recognition from the Veteran’s Association which has encouraged the local veteran’s organization to share the screening program with others.

BIG LATCH ON SUPPORTS BREASTFEEDING
North Country families took part in the Big Latch on, a world-wide event to promote breast feeding as the gold standard in infant nutrition. Held on the hospital front lawn, moms and babies latch on at precisely 10:30 a.m., along with thousands of others across the globe. The annual event was sponsored by the Alice T. Miner Women & Children’s Center.
NUTRITION SERVICES CELEBRATES BY GIVING BACK
During National Health Care Food Service Week, the Nutrition Services team celebrated by giving back to the community. The team donated 1,300 pounds of pet food and other items to the SPCA. This team of professionals works hard each day providing superb customer service and great meals for patients, staff and visitors.

RECORD YEAR FOR UNITED WAY SUPPORT
We contributed $61,763.74 to the United Way of the Adirondack Region exceeding our 2016 goal by $11,763 and $13,000 more than our 2015 donation.

ALICE HYDE MEDICAL CENTER JOINS THE UNIVERSITY OF VERMONT HEALTH NETWORK
Alice Hyde Medical Center in Malone became the fifth hospital to join the University of Vermont Health Network. The inclusion of Alice Hyde in The Network strengthens a long term partnership between the hospital and The University of Vermont Medical Center, who have been clinically affiliated since 1997.

STEPHENS MUNDY NAMED RURAL HEALTH CHAMPION
Stephens Mundy, President and CEO of CVPH, was awarded the 2016 Rural Health Champion of the Year award - an award from the Adirondack Rural Health Region (ARHN), a program of Adirondack Health Institute. The Rural Health Champion of the Year award recognizes an individual who demonstrates leadership and provides exceptional care to community members within the seven counties of the ARHN.

From the Executive Director...
CHANGING LIVES WITH THE SUPPORT OF OUR COMMUNITY
Our community is getting healthier and our hospital is getting stronger thanks to the many generous Foundation supporters. Each year, your gift helps us reach thousands of people including our patients, our employees and our community. It’s often hard to quantify and truly understand the impact that your gift makes on our friends and neighbors. I share with you three stories to demonstrate how your support is changing lives:

GETTING HER LIFE BACK
Imagine suffering a stroke and losing total use of your right side, your dominant side. That’s what happened to a local woman who quickly became frustrated with her new limitations and grew depressed. All that changed when she began to work with her rehabilitation therapist and used a mobile arm support (MAS) unit which was purchased earlier this year thanks to supporters of The Foundation of CVPH. The Rehab team says the MAS has made a huge difference for patients. Through use of the MAS, she has been able to strengthen her mobility and is relearning how to draw, use the computer and even cross stitch. Her family has noticed a huge improvement in her outlook and she feels she is “getting her life back.”

The MAS was purchased through our hospital department grant program. For 20 years, departments have made requests to a review committee who funds grants that have enhanced patient care. A five-minute presentation to the committee is required and offers them a glimpse at the passion the staff has for the job they do and the care they give. In 2016, The Foundation awarded $150,000 in grants to departments throughout the hospital. With growing demand and your support, we’re looking to increase this grant amount in the future.
GAINING FREEDOM
A patient was house-bound for two years due to ill health and being overweight. Through partnership with a health coach, the patient and her family have become healthier. She’s now able to leave her home to go to medical appointments and is even taking walks with her family. Through The Foundation of CVPH Transitions Success Program, this patient was able to receive dietary consultation and drastically improve her life.

Transitions Success is a program that started in 2013 at the suggestion of nursing staff and case managers who identified the need to provide additional support to patients upon discharge so they can remain at home safely. There are items, some quite simple, which can make a big difference in maintaining health but some patients are not able to afford such as blood pressure cuffs, weight scales, dietary consults and medication co-pays. All are essential to the recovery process. Referrals come from nurses who follow up with patients after they are discharged and case managers who need to ensure the patient is going home to a safe, healthy environment. Costs range from $30 to $500 to help someone at home and in 2016 your support directly helped 40+ patients.

WATCHING OUT FOR HER HEALTH
A surgical patient in her 20s struggled with diabetes and was quite unwell. It was during her pre-surgery appointment that she met Dr. Aaron Esterson, one of our new Family Medicine Residents, who was doing his surgical rotation. Upon inquiry, Dr. Esterson learned the patient did not have a primary care provider and was not seeking medical assistance to actively manage her diabetes. After encouraging her to get a primary care provider, Dr. Esterson was thrilled to see that patient in the Family Medicine Center, where he sees patients. She is taking control of her health and is now able to be the active young woman she has wanted to be.

Dr. Esterson is part of the first class of residents welcomed by the Champlain Valley Family Medicine Residency. The Residency was established to help improve access to primary care throughout our region. Foundation supporters have helped to expand the Family Medicine Center to accommodate these four residents and the classes that will follow them. In recent months, it has been announced that the program will expand to six residents per year, totaling 18 residents when the program is in full operation. Future donations will support the ongoing growth to further develop this program.

EVERY DONATION MAKES A DIFFERENCE
These stories represent just a small number of the lives that you are touching. The people who are helped, the programs that are funded, the care that is enhanced and the lives that are touched, are all possible because of your support.

- Kerry Haley
  Executive Director
Each year many donors request that we restrict their gift to a specific program or hospital department. The following is a list of the recipients of those gifts in 2016:

- Adam Jarvis Scholarship
- Adult Mental Health Unit
- April LaValley Fund
- Bill Shene Asthma & Respiratory Fund
- Breast Cancer Support
- Ambulatory Surgery Education Fund
- Cancer Services Program
- Child & Adolescent Behavioral Health Unit
- Circle of Healing & Hope
- Chelsea’s Rainbow Fund
- CVPH Cardiology
- Craig Sample Fund
- CVPH School of Radiology
- CVPH Travel Fund
- Center for Women & Children
- CVPH Family Medicine Residency
- Debra Donahue Scholarship
- Diabetes Education
- Dr. Robert L. Collins Memorial Fund
- David Reuter Free Helmet Fund
- Emergency Department
- Employee Educational Fund
- Elizabethtown Renal Services
- FitzPatrick Cancer Center
- Families Helping Families
- General Fund (Unrestricted)
- Helen Lyons Nursing Scholarship
- Intensive Care Unit Fund
- Integrative Health & Healing
- Janice McLean Employee Assistance Fund
- Karen H. Prevo Memorial Scholarship
- Kevin J. Carroll Scholarship
- Kidney Dialysis Unit
- Laboratory Educational Fund
- Melisa Lahtinen Penfield Organ Donor Fund
- Medical Library
- Nursing Scholarship Fund
- Palliative Care
- Pediatrics
- Pet Therapy Program
- Progressive Care
- R5 Nursing Unit
- R6 Nursing Unit
- R7 Nursing Unit
- Radiology
- Rehabilitation Services
- Rabin Fund
- Roger Senecal Fund
- Safe Kids Adirondack
- Skilled Nursing Facility
- Stephanie Wheet Fund
- Women’s Imaging Center

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**2016 CVPH FINANCIALS**

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<th>2013</th>
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<th>2015</th>
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<td><strong>Operating Margin</strong></td>
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#### Inpatient Admissions
- Total: 10,152
- Patient Days: 9,929
- Births: 862
- Outpatient Visits: 355,708
- Emergency Visits: 48,656
- Surgical Procedures: 20,824
- Total Admissions: 10,152

#### Outpatient Visits
- Total: 1,458,964
- Nursery: 2,138
- Skilled Nursing Facility: 3,400
- Observation: 5,160
- Observation Total: 7,708

#### Net Patient Service Revenue
- Total: 3,795,218
- Nursery: 52,743
- Skilled Nursing Facility: 100,623
- Observation: 5,160

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- Total: 3,795,218
- Nursery: 52,743
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Every effort has been made to ensure the accuracy of this publication. If you notice any errors or omissions, please accept our sincere apologies and contact us at (518) 562-7169 so that we may correct our records. Thank you.
The heart and science of medicine.