**Shared Services Pilot Project**

**Grace Cottage Hospital**, Brattleboro Memorial Hospital (BMH), and Dartmouth-Hitchcock Medical Center (DHMC) are seeking greater efficiency in coordination of clinical-care services by identifying and assessing opportunities for more efficient clinical coordination and cost-effective health care services.

Helms & Company, Inc., of Concord, New Hampshire, has been working on the pilot project since May, 75% of which is funded by Vermont’s Green Mountain Care Board. Focus groups have been held for the GCH and BMH Boards, senior leadership teams, and community members during the summer months, and Helms & Company has also been reviewing utilization and referral data for the service area.

“Collaboration and coordination of health care services make so much sense in today’s health-care world,” said Debbie Boyle, president of the Grace Cottage Hospital Board of Trustees. “Recommendations from the study will have significant input from the physicians already caring for our population,” said Dr. Robert Backus, who has been at Grace Cottage since 1978. “We hope the review will identify possibilities for cooperation that will benefit all of our patients.”

Grace Cottage and BMH are already members of New England Alliance for Health (NEAH), a consortium managed by DHMC that includes 17 health-care organizations in Vermont, New Hampshire, and Massachusetts. Grace Cottage, BMH, and DHMC are also participants in OneCareVermont accountable care organization (ACO), working to develop new payment models for Medicare patients in Vermont.

“One of our highest goals at Dartmouth-Hitchcock is population health for the region,” said Steven LeBlanc, DHMC’s Executive VP for Strategy and Network Relations. “Through this collaboration, we will continue to support the regional coordination of care delivery.”

Helms & Company plans to complete the Shared Services Pilot Project at the end of October.

**Psychiatrist Amalia Lee joins Grace Cottage**

Dr. Amalia Lee has joined the staff of Grace Cottage Family Health, and is welcoming new patients. Dr. Lee is a graduate of Mount Sinai School of Medicine, in New York City, where she also completed her residency. She is board certified by the American Board of Psychiatry and Neurology. Prior to joining Grace Cottage, Dr. Lee owned her own psychiatric practice for 22 years in New York City and 13 years ago, relocated her practice to Brattleboro.

“After so many years of practicing on my own, I am very pleased to be part of the collaborative and collegial atmosphere here at Grace Cottage,” said Dr. Lee. “This hospital is like a breath of fresh air.”

**Grace Cottage’s Patients with Diabetes to Benefit from Federal Grant**

On September 20, Grace Cottage Hospital was notified that the U.S. Dept. of Health and Human Services Health Resources and Services Administration (Office of Rural Health Policy) awarded Grace Cottage Hospital with a Small Health Care Provider Quality Improvement Grant of $312,000 over three years. Thanks to the successful award of this grant application (written and submitted by C.J. King at Grace Cottage Foundation), Grace Cottage will add a full-time registered nurse who will be a diabetes educator for patients of the medical providers at Grace Cottage Family Health, and will purchase an electronic report module to link to a state-wide patient registry for diabetes. Only 30 of these grants were awarded nationwide this year, so it was a highly competitive process that recognized Grace Cottage’s crucial role in the health of this rural community.

Dr. Lee's daughter is currently at Boston Medical Center, planning to practice internal medicine, while her son, a graduate of Carnegie Mellon University, is part of the “Teach America” program in South Carolina.

Dr. Lee sees children (ages five and up) and adult outpatients Monday through Thursday at Grace Cottage. She can be reached at (802) 365-7381.
**End of Life Care at Grace Cottage**

*By Dr. Moss Linder

(Guest Editorial in the Brattleboro Reformer, June 28, 2013)*

**Friday June 28, 2013**

Since Governor Shumlin signed the Vermont “aid in dying” law last month, it has been noted in the Reformer that basically all of the hospitals in the state have decided to “opt out” from implementing this law. Opting out was an option detailed within the law. Most hospitals are developing policy and procedures to implement this law.

In this newspaper, over the past couple of weeks it was twice stated that a “hospital is a facility people come to for healing, and the intent of the law is not to make the hospital a place where people come to die.”

It is absolutely true, however, that at Grace Cottage Hospital in Townshend, where I have been an attending physician for the past 15 years, people do indeed choose to come to the hospital for end-of-life care. To die. As much as death is a part of life, many people and their families have chosen to use Grace Cottage Hospital at the end of their lives as a source of comfort, excellent nursing care and pain management.

The reasons for this are many. First, as people come to die, they usually become uncomfortable. Morphine sulfate is the standard of care to help relieve this discomfort. While available in concentrated drops through pharmacies and administered by patients and families through home hospice services, sometimes such pain management can be insufficient. Hence, some people are admitted to our hospital for improved pain management as they die.

Another reason why people may come to Grace Cottage Hospital for end-of-life care is that as people are closer to dying, they become much more immobile. It can be very difficult for family members to turn, clean, and keep their loved ones comfortable. At Grace Cottage Hospital, while insurance companies and Medicare may not consider this a “skilled service,” our nursing staff has time and time again demonstrated phenomenal skill in keeping people comfortable as they die just in repositioning them.

Others come to Grace Cottage Hospital at the end of their lives because it is too emotionally difficult for their family members to care for them at home, even with excellent hospice care in the community. Our staff is able to provide incredible TLC to patients and families. Family members can rest and take care of their own needs as their loved one is cared for here.

Some decide to come to Grace Cottage Hospital at the end of their lives because they have established relationships with their physicians over many, many years. They are confident that their needs and their families’ needs are going to be met.

For many, although Grace Cottage Hospital is, after all, a hospital, it just feels like home to them. Over the years, they have come to know the nurses, the maintenance people, the housekeepers, the kitchen staff, etc. This hospital is genuinely part of their community - almost like an extended family.

Caring for people at the end of their lives and for their family and friends is something in which our hospital takes tremendous pride. At Grace Cottage, we provide lots of outstanding services: rehabilitation, emergency room services and primary care, to name a few. However, I think it is very fair to say that some of our reputation is actually staked upon our hospice room and the compassionate care delivered by our nurses and staff to relieve the suffering of our patients (and their families) at the end of their lives.

Obviously, we are not practicing “physician assisted suicide” here at Grace Cottage Hospital. The new law provides for an entirely different situation. Here at Grace Cottage Hospital, we will continue to be privileged to provide high-quality, compassionate, physician directed end of life care for patients and families in need of this very important service at the end of their lives.

Dr. Moss Linder received his medical degree from the University of Vermont in 1991. He completed a family medicine residency at Oregon Health Services University. Prior to joining Grace Cottage in 1997, he worked as a family physician at the Acoma Cañoncita Laguna Hospital in New Mexico. Dr. Linder is Board Certified in Family Medicine.
A portable pulse oximeter is needed in the hospital, so that the nursing staff can move it from patient to patient as readings are needed. $500.

A Doppler monitor with both vascular and fetal probes is needed for the hospital. $800.

The Diagnostic Imaging Department needs three additional sizes of lead aprons. $350 for the set.

The Dietary Department needs a commercial hand-held immersion blender to make vegetable and fruit smoothies that patients request. $550. They can also use a food scale to weigh patient portions when necessary. $120.

The Rehab Department needs a folding mirror box to help patients with pain syndrome management. $50.

To donate the funds for any of the above items, or to review a more extensive Wish List, call Andrea or C.J. at (802) 365-9109 or e-mail info@gracecottage.org

Grace Greeters

Over 40 members of the community are part of the Grace Greeter and Courier program (21 gathered for this photo), and patients and employees benefit greatly from these volunteers and the work they do every day at Grace Cottage Hospital. These volunteers (who live in Brattleboro, Dover, Dummerston, Grafton, Jamaica, Newfane, Stratton, Townshend, Wardsboro, and Windham) are as dedicated, hard-working, and talented a group of people as you’ll ever find anywhere and Grace Cottage is blessed that they share their time, talent, expertise and energy. If you’d like to become a Grace Greeter (the requirement is that you work a three-hour shift once a week, once a month, or once a year!) or a Courier (drive from Grace Cottage to Brattleboro Memorial Hospital one day a week, month, or year!), contact Liz Harrison, Volunteer Coordinator, at (802) 365-3738.

Meg Cleary
Interim CEO

Grace Cottage Hospital’s Board of Trustees welcomed Meg Cleary of Helms & Company, Inc. back to the Interim CEO position that she had held during the first half of this year (before she left to lead the Shared Services Pilot Project described on page 1 of Cottage Door). Jeff White, Grace Cottage’s Interim CEO since May, also an employee of Helms & Company, faced health issues that required his immediate attention, so he retired in late September. “Both Meg and Jeff have been excellent, experienced leaders for Grace Cottage, and we welcome Meg back,” said Board President Debbie Boyle. Kevin Stone of Helms will finish up the Shared Services Pilot Project.

Wishes Granted...

❤ The Newfane Congregational Church donated funds for patient care from a collection at one of their Sunday services, which they have done annually for decades.

❤ Dr. Renee Bergner donated the funds to purchase a pediatric pulse oxymeter for Grace Cottage Family Health.

❤ Jean Danilow contributed funds for the purchase of a variety of Rehab and Diagnostic Imaging equipment, including a NuStep for Rehab patients.

❤ Catherine Dauchy gave a donation for the purchase of a BodyBlade for use by Rehab patients.

❤ Curt & Polly Lawrence and Priscilla Smith donated the funds for the purchase of two wheelchairs (one bariatric and one regular) for Grace Cottage Family Health.

❤ Dennis & Charlotte Choleva donated funds to purchase an air dryer for the kitchen/dining room floor, in honor of Dietary Manager Denise Choleva.

❤ Jim & Judy Mowbray made a donation for the purchase of a speculum for Grace Cottage Family Health; they also donated the funds for purchase of a citrus juicer for the Dietary Department.

❤ The Agnes M. Lindsay Trust donated the funds for the purchase of a laptop and software.

❤ John & Lisa Manuele donated the funds to purchase radiology cassettes in various sizes for the Diagnostic Imaging Department.

❤ The Dunham-Mason Fund of the Vermont Community Fund donated the funds to purchase a PedAlert Monitor for rehab patients.

❤ The Harry Wolff Trust’s contribution for this year was used to purchase two new energy-efficient (and cost-saving) boilers, which have been installed in the main hospital building.

Wishes Made...

❤ A portable pulse oximeter is needed in the hospital, so that the nursing staff can move it from patient to patient as readings are needed. $500.

❤ A Doppler monitor with both vascular and fetal probes is needed for the hospital. $800.

❤ The Diagnostic Imaging Department needs three additional sizes of lead aprons. $350 for the set.

❤ The Dietary Department needs a commercial hand-held immersion blender to make vegetable and fruit smoothies that patients request. $550. They can also use a food scale to weigh patient portions when necessary. $120.

❤ The Rehab Department needs a folding mirror box to help patients with pain syndrome management. $50.
Members of the Brattleboro Country Club Women’s Golf Association traveled to Townshend in September to deliver a donation to Grace Cottage Hospital’s Hospice Care, in memory of Nancy Alfaro. The gift of $3,450 was half of the total raised at their Women’s Invitational Golf Tournament, with the other half going to oncology at Brattleboro Memorial Hospital. Left to right: Sheryl Libardoni (Tournament Chair), Barb Henry (BCC Women’s Association Secretary), Andrea Seaton (Grace Cottage Foundation), Judy Manley (BCC Women’s Association President), Alicia Field, and Wendy Scott (Tournament Committee).

Fourth Annual Tee Up for Health

72 golfers, 25 sponsors, many auction contributors, bidders and winners, and volunteers all pulled together to help raise almost $26,000 for Grace Cottage Hospital’s Patient Care Fund at Tee Up for Health on Sunday, June 9 at Tater Hill Golf Club. Jim Heal organized and ran the event, and Dietary Manager Denise Choleva coordinated the online auction. Many thanks to all of our generous sponsors:

Event Sponsor: The Richards Group
Gold Sponsors: Cerner Corporation, WKVT, Anonymous
Dinner Sponsor: Elizabeth Walker
Silver Sponsors: Brattleboro Memorial Hospital, Brunelle & Son, ePharmPro, People’s United Bank
Additional sponsors were Cota & Cota, Lawton Flooring, Dr. Timothy Shafer & Deborah Luskin, and Dr. Lynn Madsen.

Next year’s Tee Up for Health promises to be bigger and better than ever; it will be held at The Hermitage/Haystack Golf Club on Saturday, June 21st; tee-off is at 1 p.m. Call (802) 365-9109 for more information.

West River Westies

Every July for the past ten years, a large delegation of road trippers with their VW campers (known as West River Westies) get together for a fun-filled weekend of bicycling, tubing, and socializing at Bald Mountain Campground in Townshend. Over the past ten years, these members of LiMBO, the international Late Model Bus Organization, have raised a total of $6,235 for various aspects of patient care at Grace Cottage Hospital at their annual raffles, with an impressive $1,250 this year alone!
“THE BEST FAIR DAY EVER!” This exclamation was heard all over the Townshend Common throughout the day on Saturday, August 3. I tell people that there were three reasons it was such a great Fair Day: 1) the weather, 2) the weather, and 3) the weather. After dawn, the clouds and showers moved out and the sun attended the entire Fair, bringing along with it a bright blue sky and a few fluffy white clouds. The temperature never went above 80 degrees. The crowds showed up to buy white elephant items, books, jewelry, plants, and toys; they ate and ate all day until most of the food booths and the chicken BBQ sold out; they watched the circus performers and listened to the fabulous Bills Band in the evening; and they sat in the Auction tent to bid on the great items that had been donated throughout the year (including two boats, a car, and lots of furniture, art, and antiques).

“There’s something here for everyone and every taste. I love it. It feels so real and ‘down home’ and it’s so much fun. There are lots of things at Fair Day that we never have in New York City,” said Mary Morris, who attends every year.

When the dust had settled and the Common was emptied on Sunday in record time (thanks to a crackerjack clean-up crew), Fair Day had grossed over $72,000. “The amount of volunteer work that goes into this event is absolutely phenomenal; this is Volunteerism with a capital V,” said first-time fairgoer Jeffrey White.

It’s impossible to thank all 200 volunteers in this space, but special thanks go to the Auxiliary officers who work so hard all year, to Kit Martin and Art Monette who raise so much money in the Auction, to Grace Cottage’s maintenance department who put up and take down the Fair Day infrastructure, and to all of the booth chairs who work so tirelessly with their teams to sell, sell, sell – all on behalf of our great little hospital.

See you on Saturday, August 2, 2014!

Stan Holt, Auxiliary President
My Memories of Dennison House

by Ann Otis McDowell with additional information
by Carleen Otis Pelsue and Marion Otis Lewis

My first memories of Dennison House are back when I was a little child, when Fannie Dennison and her son, Reuel, lived there. Back then (1940/50s), Dennison House was rather primitive, but a visitor always received a warm welcome. For me, it spoke of old-time Townshend and a gentler kind of life.

Dad and Mom (Dr. Carlos & Ruth Otis) bought Dennison House in 1964. There are several stories about how it came about — paying the back taxes for Mrs. Dennison seems most like Dad as he was always helping someone out. From the time they bought it until the time they left "the old Otis Home" on Route 30 to live on Newfane Hill year round, any number of folks "rented" it. Usually it was occupied by a young couple or a family in need of a place to live and the "rent" would be set at whatever they could do toward fixing it up. As far as we know, no money ever exchanged hands! We've been told the original kitchen sink had a hand pump for pumping water, there were no cupboards, the bathroom was a "privy" in the back shed and the second floor was heated through "vents" in the floor, i.e., holes for the air to go up through.

In 1973 when Grace Cottage Hospital had to increase its septic capacity, our parents deeded an easement to the land at the back of the Dennison property for the leach field. The barn on the property was often used to store various hospital and Fair Day items. We never knew what new thing we would find in the barn when we opened the barn door! Many folks may remember Dad's prize 1930 Phaeton Packard that he kept in the barn.

Mom and Dad lived there for a few winters in the early 1990s. We remember Dennison House being a comfy-cozy little home that suited their time of life. They had modernized it somewhat yet it was warm and welcoming and still had its "old time" feel and its special place in the history of Townshend.

Since the three of us never lived in this house, and our parents only spent a few winters there, it is our hope that the property will continue to be known as the Dennison House. We were pleased to give it to Grace Cottage Hospital and trust that it will be a welcome and useful addition to the Otis Health Care Center.

(To receive a complete version of this reminiscence, call (802) 365-9109 or e-mail info@gracecottage.org)

A Visitor Says Thanks

"I want to thank you for the lunch and tour at Grace Cottage last week. It was wonderful. The hospital is such a friendly place. You can see the camaraderie there – there is so much of it. I tell everyone how impressed I was – a New Yorker who doesn’t see that type of love and devotion – and I saw it through almost the whole hospital. That’s a pretty remarkable thing. My hat’s off to all of you."

Arlene Ribler
Wardsboro & Brooklyn

Mel Bailey of Little Silver, NJ, stopped in this summer to share a photo of his great aunt, Ruth Pratt Heins, who willed her home to Grace Cottage (now the Heins Building/Community Wellness Center) in 1978. Mel reported that his great aunt, who was born in Kearney, Nebraska and widowed at a relatively young age, had a career at the Bloomfield (NJ) Savings Bank. Upon retirement she moved to a home she purchased on Deer Valley Road in Townshend and then, feeling that it was too remote, bought a house and moved to “downtown” Townshend. This photo of Ruth Heins was taken with her poodle, Renny.
“Grace Cottage delivers care to people, rather than just providing a service,” says retired Episcopal minister Jim Littrell, who makes a monthly donation to Grace Cottage and also gives his time as a Grace Greeter volunteer when he’s in Vermont during the summer and fall months. “I’ve never been in a medical facility that’s as hospitable as Grace Cottage – when patients walk in, they’re embraced (sometimes literally) with care and caring. Folks get really good, personalized treatment that you often don’t get in a big hospital.”

A native of Virginia, and subsequently a resident of Woodland, North Carolina, Jim attended Westtown School in Philadelphia and graduated from Davidson College. After he got his Masters in Divinity and was ordained an Episcopal priest, he founded and directed a number of GLBT, HIV/AIDS and child advocacy nonprofits in Philadelphia, where he was married. During a five-year hiatus, he served until his retirement last summer.

It was the Marlboro Music Festival and a thriving and congenial gay community that drew Jim and Louis to southern Vermont and they have rented homes in Dover for the last four years. Jim maintains a year-round booth of antiques and collectibles at Tallulah’s in Wilmington. “I’ve accumulated a vast amount of collectibles, each with a unique story, and now I’m trying to divest. But then I come to the auction at Hospital Fair Day or at The Townshend Auction Gallery..."
**A grateful patient writes:**

“Thank you, Grace Cottage, for the wonderful care you gave me during my rehab after heart surgery. Our area is so fortunate to have you.”

*Laura Carp Solomon*
*Brookline, VT*

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**2nd Annual Wellness in Windham Health Festival**

Thanks to the collaboration of Grace Cottage Hospital, Brattleboro Memorial Hospital, and The Brattleboro Retreat, the second annual Wellness in Windham Health Festival, held on the Brattleboro Retreat campus on Saturday, September 21, was a great success. Almost 60 area organizations that offer health-care services were represented. The Grace Cottage booth was a huge hit, thanks to employees who volunteered to help promote healthy snacks and fun fitness activities. To see more photos, go to www.wellnessinwindham.org.

Gymnast students from Brattleboro wowed the Health Festival crowd.

Healthy fruit kebabs were a popular snack item at the Grace Cottage booth.

Grace Cottage employee Catherine Nemchek discovered a new hobby.

Hula hoops, jump ropes, and giant bubbles kept fairgoers of all ages active at Grace Cottage Hospital’s booth.