

# COTTAGE DOOR

Townshend, Vermont

Summer 2013



## POISED FOR THE FUTURE

GRACE COTTAGE HOSPITAL, like many hospitals across the country, is feeling the dual impact of the nation's extended recession and the changes brought about by healthcare reform. As a result, a financial improvement plan was implemented by the Board of Trustees and interim CEO Meg Cleary in February. "Declining reimbursements, rising costs, and an increase in the number of uninsured and underinsured patients are making it increasingly difficult for hospitals to break even," said Deb Boyle, President of the Board. "Donations from so many members of our very generous community make a big difference for us, but the gap between expenses and revenues continues to grow. Eliminating 17 positions at Grace Cottage was the



last step we wanted to take, but it was a necessary action because payroll in any hospital represents such a large percentage of overall costs. Severance packages were given to all employees whose positions were eliminated, and

an outplacement professional was hired to help them find new positions; I'm happy to say that almost all of them found jobs immediately. We appreciate their important contributions to Grace Cottage and to our patients during their employment here."

Changes in processes have also taken place to increase efficiencies, along with a 10% cut in overall expenses. "It's been a challenging and difficult few months," said Boyle, "but Grace Cottage is now better positioned to meet the health care needs of the community in a more sustainable way. We are grateful that grants and restricted donations from individuals, corporations, and various foundations funded our recent capital projects, which enabled Grace Cottage to enhance patient care by adding the Diagnostic Imaging Suite and the expanding the Messenger Valley Pharmacy even during challenging times. We have just been reimbursed by the federal government for our Electronic Medical Records system, so Grace Cottage is well poised for the future."

## 8TH ANNUAL *TOUR DE GRACE*

**A**FTER A ONE-YEAR HIAITUS due to road damage caused by Tropical Storm Irene, Grace Cottage's 8th Annual *Tour de Grace* bike ride will be held on Saturday, July 13th. Registration is 8 to 10 a.m. at Stratton Mountain (in the parking area next to the concrete parking garage). The 19-mile, mostly-downhill route is perfect for all ages. This is a fun, relaxed



ride for the entire family, with bus/truck transport for riders and their bikes back up the hill to Stratton. The event sponsors are Stratton and Solstice at Stratton; other sponsors are Howard Printing, Stratton Village Square Shops, D&K's Jamaica Grocery, Equipe Sport, and Three Mountain Inn in Jamaica. Refreshments and entertainment are provided along the route. Registration fee is \$25 in advance ([www.gracecottage.org/events](http://www.gracecottage.org/events)), or \$30 on the day of the event.

*Tour de Grace is a family friendly ride, as the Frinton family from LaGrange, NY, demonstrated in 2011, looking unruffled with only 2 miles left to the finish line.*

## INTERIM CEO JEFFREY WHITE

WITH MEG CLEARY, Grace Cottage's interim CEO, having been tapped to conduct a Shared Services Study for our three regional hospitals, Jeffrey White of Helms & Company has been appointed to lead Grace Cottage for the remainder of this calendar year. "Although we identified several excellent candidates for the permanent CEO position, Grace Cottage Hospital's Board of Trustees decided that the timing wasn't right to hire a permanent candidate," said Roger Allbee, chair of the Search Committee. "After the Shared Services Study is complete and the results have been evaluated, we will be better able to select a leader whose qualifications fit Grace Cottage Hospital as we position ourselves to be on the cutting edge of healthcare reform."



Interim CEO Jeffrey White

"I am very excited to be at Grace Cottage," said Jeff. "During the past 46 years, I've been in leadership roles in Maine and New Hampshire, including Frisbie Memorial Hospital (Rochester, NH), Mid-Maine Medical Center (Waterville, ME), Regional Memorial Hospital (Brunswick, ME), New London Hospital (NH), and Copley Hospital (Morrisville, VT), among others. When I was at New London Hospital, we achieved a financial improvement plan such as the one that Meg Cleary initiated at Grace Cottage. Meg has set a high bar here," said Jeff, "and I plan to work closely with our Board, providers and staff to make sure that Grace Cottage's culture of providing the highest quality of patient care remains, while we examine expenses and increase volume in the ever-changing healthcare world that we all live in now. I embrace the opportunity, and I have been very impressed by the professionalism, cooperation, friendliness and openness of all the employees here at Grace Cottage. We've got a very special hospital here."

### A grateful family member writes:

To the Staff at Grace Cottage Hospital,  
"Our family wanted to let you know how thankful we are for the loving kindness and caring you gave to our mom while she was with you. Even though her death has been so hard on us, we take comfort in knowing that mom loved being at Grace Cottage. We think you are very special people!"

*The Family of Elaine (Kingsbury) Touchette*

VERMONT  
**Blueprint for Health**

Smart choices. Powerful tools.

**Grace Cottage Hospital** is now an active participant in Vermont's Blueprint for Health, a state-led program that is designed to transform the way that health care is delivered in Vermont. A Community Health Team, which includes nurses and specialists in nutrition, exercise, and counseling, has been identified at Grace Cottage. This team, funded by Blueprint, will work hand-and-hand with patients, doctors, and their staff to help patients set health goals and receive the education, resources, and tools needed to improve health. More information will be included in the next issue of Cottage Door, and is available at [www.gracecottage.org](http://www.gracecottage.org).

The logo for Grace Cottage Hospital features the words "Grace Cottage" in a large, serif font, with "HOSPITAL" in a smaller, sans-serif font below it. To the left of the text is a stylized graphic of a person's arm and hand reaching out, rendered in blue and orange.

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Jeffrey White, Interim CEO  
Andrea Seaton, Development &  
Community Relations  
Nancy Burgess, Graphic Design

The mission of Grace Cottage Hospital is to provide excellence in health care and well-being, putting people first. The vision for the future is to be the standard for patient care.

## EMPLOYEE MILESTONES

5 years	Dean Allen	Pharmacy
5 years	Christopher Boucher	Nursing
5 years	Judy Carpenter	Family Health
5 years	Jeanne Fortier	Chief Nursing Officer
5 years	Betsy Miller	Finance
5 years	Michelle Ruggiero	Nursing
5 years	Joanne Ryan	Pharmacy
10 years	Kathy Squires	Dietary
10 years	Linda Weitzel	Nursing
15 years	Deb Cole	Nursing
15 years	Siobhan Eddy-Young	Rehabilitation
15 years	Patrick Lapan	Purchasing
15 years	Dr. Elizabeth Linder	Family Health
15 years	Dr. Moss Linder	Family Health
15 years	Deb Parker	Finance
15 years	Doug Winot	Maintenance
20 years	Sue Belgard-Marquis	Business Office
20 years	Louise McDevitt	Family Health
20 years	Jodi Perkins	Nursing
35 years	Dr. Robert Backus	Family Health
40 years	Sandy Westcott	Laundry
45 years	Sue Clark	Family Health



Radiology technicians Jason Chambers, Meghan Curtin and Diagnostic Imaging Director Angie Clark are pictured here with Grace Cottage's new Schiring Radiographic Imaging portable X-ray machine, purchased with a grant from the Fanny Holt Ames and Edna Louise Holt Fund.

## WISHES GRANTED...

- ♥ Elizabeth Walker and Rick & Heather Goukler donated the funds to purchase hanging baskets of flowers for the hospital entrances, in memory of Joan McConnel, and Dick & Cindy Appleby donated funds for the same purpose in honor of Elizabeth Walker.
- ♥ Dennis & Charlotte Choleva donated funds to purchase color coded cutting boards for the dietary department, in honor of Denise Choleva.
- ♥ Flo Burt donated the funds to purchase a recliner chair for the comfort of patients and their families, in honor of Grace Cottage's Licensed Nurse Assistants.

- ♥ Gary & Sylvia Rast donated the funds, in honor of Dr. Otis and Dr. Moss Linder's care over the years, for a pediatric scale, a vital signs monitor, a urine analyzer, and a wall-mounted diagnostic set.
- ♥ The Edna Louise Holt and Fannie Holt Ames Fund awarded a grant for half the cost of a plow/pickup truck, and Grace Cottage Hospital Auxiliary donated the other half of the cost. This saved Grace Cottage Hospital what would have been a tremendous plowing/sanding bill this winter, and these savings will occur for many winters to come!

### A grateful patient writes:

“I was in a lot of pain when I came to your Emergency Department. Thanks to the ease of registration and immediate, compassionate and skilled care, my wife and I left there feeling relieved and grateful.”

Stephen Gessay  
TOLLAND, CT

## WISHES MADE...

- ♥ Therapy foam pads with two different resistances are needed by the rehabilitation therapists. \$32 each. A Bodyblade is also needed for patients doing strengthening exercises. \$65.
- ♥ A compact utility cart is needed in the laundry (\$180), and a commercial top-load washing machine (\$575).
- ♥ A wheelchair is needed by Grace Cottage Family Health, to transport patients to the hospital for lab and diagnostic imaging tests. \$400. A pediatric pulse oxymeter (\$65) is also needed for the doctors' offices, and a speculum (\$160).
- ♥ The dietary department staff would like to make fresh-squeezed citrus juice for patients. The cost of a commercial citrus juicer is \$215.

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](mailto:info@gracecottage.org)

## NEW EMPLOYEES

**MELINDA KENNEDY**  
Family Health Scheduler

**JEANNE MARION**  
Laboratory Technician

**BRUCE SWEETER**  
Family Health Transcriptionist

## GRACE COTTAGE HOSPITAL'S *SPRING INTO HEALTH 5K*

**A**N ALL-TIME RECORD number of runners, walkers, and strollers participated in Grace Cottage Hospital's *Spring into Health 5K* in Townshend on Saturday, May 11th, and a fabulous time was had by all. A total of 158 people signed up for the 5K, and 139 crossed the finish line; Josh Ferenc of Saxtons River was the first male and Tammy Richards of Newfane the first female. Jake Waite, a student at Leland & Gray Union High School, designed the orange and green running shirts.

The fifth annual *Spring into Health 5K* will be held on May 10, 2014. Save the date and come join us!



And they're OFF!



Dr. Moss Linder (center) presented Jon Tobey of Brattleboro and Effie Chamberlin of Townshend with the "most experienced" awards after they finished the 5K.

## BEAUTIFUL ARTWORK ADORNS HOSPITAL WALLS

**T**HANKS to the generosity of Dorothy Nessel of Redding, CT, and Jamaica, VT, and Frances Alford of Grafton, VT, Grace Cottage's hallways and stairwells are vibrant with newly acquired artwork. Dottie has recently donated seven of her beautiful oil paintings, and Frances donated a quilt by Judy Perez and loaned several of her own handmade quilts for display. Grateful patients, their families, and employees, who have all been admiring these works of art, thank Dottie and Frances.



Quilt by Frances Alford.



Paintings by Dorothy Nessel.

### BRONZE AWARD FOR GRACE COTTAGE'S EMPLOYEE WELLNESS PROGRAM

**GRACE COTTAGE HOSPITAL'S** Employee Wellness Program has been honored with a Bronze Worksite Wellness Award from Governor Peter Shumlin, the Vermont Department of Health, and the Governor's Council on Physical Fitness and Sports. The award recognizes Grace Cottage for implementing a creative and successful worksite wellness initiative, and for creating successful programs that encourage and support employees in developing a healthy lifestyle. Winners of this year's awards were recognized in Burlington on March 27 during the annual Worksite Wellness



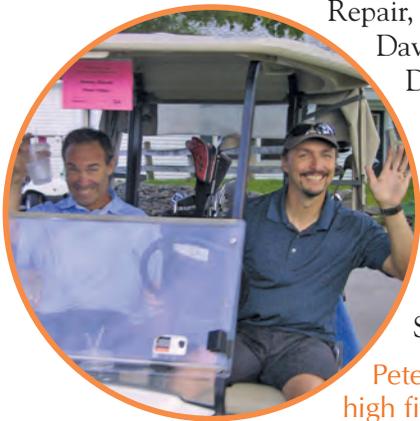
Conference. Congratulations to all the employees on the Employee Wellness Committee who are the driving force behind this success. For more information, go to <http://vermontfitness.org/>

# TEE UP FOR HEALTH GOLF BENEFIT

**THE FOURTH ANNUAL** Tee Up for Health golf benefit was a huge success. Golfers (19 teams), sponsors, auction contributors, bidders and winners, volunteers, and the staff at Tater Hill Golf Club in Windham all pulled together on June 9 (one of the most picture-perfect days ever!) to raise, after expenses, more than \$25,000 for Grace Cottage's Patient Care Fund. Special thanks go to Jim Heal, who organized and ran the event, and Denise Choleva, who coordinated the online auction.

The Event Sponsor was The Richards Group; Gold Sponsors were Cerner Corporation and WKVT; the Dinner Sponsor was Elizabeth Walker; Silver Sponsors were Brattleboro Memorial Hospital, Brunelle & Son, e-PharmPro, and People's United Bank; Hole Sponsors were Durand Motors, Grace Cottage Family Health, Dr. Walter Griffiths, Hickey Alignment & Repair, Howard Printing, IsabelPratt LLC, Dr. David & Dr. Kim Liebow, Mailrite, Northeast Delta Dental, Primmer, Piper, Eggleston & Cramer, Putney General Store, West River Dental, and The Windham Foundation. Additional sponsors were Cota & Cota, Lawton Flooring, Patriot Insurance, Dr. Timothy Shafer & Deborah Luskin.

Save the date for next year:  
Sunday, June 8, 2014!



Peter Fillion & Dennis Clavet were caught giving high fives by Hole #1 at Tater Hill Golf Club.



LZ [Landing Zone] Cookie Support Chief Janice Onyon and Chaplain David Onyon, with their granddaughter Abigail, provide freshly baked cookies such as these peanut butter kisses to the pilots, medical crew, and volunteers for every emergency patient transport by helicopter from Grace Cottage Hospital to Dartmouth-Hitchcock Medical Center in Lebanon, New Hampshire.

## CREATING COOKIE MONSTERS!

**W**HEN JANICE AND DAVID Onyon hear on their emergency scanner that the Dartmouth-Hitchcock Advanced Response Team (DHART) helicopter will be landing on the designated landing pad for Grace Cottage Hospital (which happens to be located in their front yard), they quickly turn on the oven.

"The pilots and medical crew at Dartmouth argue over who gets to fly to Townshend because they know we'll be greeting them with dozens of warm, freshly-baked cookies," David laughed. "There's always homemade dough in the fridge or freezer. Their favorites are chocolate chip, with peanut butter cookies a close second. It's been a team effort for more than 15 years — our granddaughter and daughter help too, and sometimes local people who know we do this also drop off baked goods, and we make breakfast and lunch sandwiches, along with fresh lemonade, coffee and cocoa."

### A grateful patient writes:

#### "GRACE COTTAGE SAVED MY LIFE"

"This spring, when I kept losing more and more feeling in my legs and arms, Dr. Backus and Family Nurse Practitioner Gia Kennedy knew that something was very wrong with me. They insisted that I go up to Dartmouth Hitchcock right away, where I was diagnosed with Guillain-Barre, an auto-immune virus that could have caused respiratory failure if I hadn't been treated immediately. Then, when I came back from Dartmouth to Grace Cottage to recover, I was welcomed with open arms and treated with tender, loving care. Everyone is warm, friendly and helpful. You know that you're recuperating faster because you have all of this positive energy around you at Grace Cottage!"



Laura and Physical Therapy Assistant Dawn Franceschetti.

Laura LaMarche Dauchy  
JAMAICA, VT

## AUXILIARY NEWS

### A grateful patient writes:

“My whole time at Grace Cottage was really pleasant, from the Emergency Room until my discharge from the hospital two weeks later. Everyone was more than helpful, and did over and above what I could have expected them to do. When one nurse was busy, the next one took over without any noticeable change. I always felt it takes a special person to be a nurse, but after my hospital stay, I know they all have a special place among God’s angels. If you follow any one of them around, you’ll be surprised at all they know and do.

“No one can repay the staff for all they did for me, from the nurses, therapy staff, cooks, cleaning, and laundry people — all was just plain friendliness. My time spent at Grace Cottage was an eye-opening experience.”

*Florence Staats*  
SOUTH NEWFANE, VT

### A grateful patient writes:

“Grace Cottage is known for professionals and all the new technology, but best of all, the staff. Starting with the emergency room, I was treated royally by the doctor and staff, who were very concerned and careful with me. I loved the nurses and the newspaper delivery guy who was up so early in the morning (Dr. Backus). What a nice place to stay!”

*Catherine Dauchy*  
JAMAICA, VT

AS WE APPROACH the 63rd Annual Grace Cottage Hospital Fair Day, the Hospital Auxiliary is in full swing, preparing for the Saturday August 3rd event. While the spring was spent with no facility to store and sort books and white elephant items, in early June Dr. Otis’s daughters gave the former Otis house and barn next to Messenger Valley Pharmacy to the hospital. If you have any items for the auction, white elephant booth or books, please bring them to this location.

The Auction is building its reservoir of fine goods. This year, we have a great combination of past and present. The photos below will give you a small taste of what’s to come at the Fair Day Auction. If you need someone to pick up your items, call Stan Holt at 802-365-4455. We accept BOATS, CARS, ANTIQUES, art, and jewelry (costume or otherwise!).

*Stan Holt, Fair Day Chair*

### A SAMPLING OF AUCTION ITEMS:



## FAIR DAY — SATURDAY, AUGUST 3



### WHAT, WHEN & WHERE IS HOSPITAL FAIR DAY?

Saturday, August 3 from 9 a.m. until 7 p.m. on the Townshend Common, junction Routes 30 & 35. Free admission, free parking. All-day Auction, 22 Bargain Booths (toys, plants, books, white elephant, jewelry, lemonade, fried dough, baked goods, and much, much more), Bingo, Baby Parade for those born at Grace Cottage, pony rides, face painting, games, entertainment, chicken barbeque dinner, Bills Band concert (and that’s just a small overview!). Go to [www.gracecottage.org/events](http://www.gracecottage.org/events) or call (802) 365-4455 for more information.

Volunteers are needed to help set up the booths the week before Fair Day and to dismantle the same on Sunday after the Fair. If you can help, please call Stan Holt at 365-4455 or e-mail [spenholt@svcable.net](mailto:spenholt@svcable.net).



Grace Cottage Foundation is now located in offices on the first floor of the Heins Building, adjacent to Grace Cottage Hospital. Come visit!

## MOVING ON CAMPUS

**A**FTER 17 YEARS in the house down the street currently owned by West River Family Dental, Grace Cottage Foundation has moved onto the Grace Cottage Hospital campus. As every effort is made to implement cost-saving measures that don't directly impact patient care, eliminating the Foundation's rent payments makes sense (and cents).

Although we'd become somewhat accustomed to the sound of the dentists' drills, C.J. King and Andrea Seaton are very happy to be in the Community Wellness Center, also known as the Heins Building. Look for our Grace Cottage Foundation sign on the front of the building; no matter which entrance you use (front porch or back ramp), we're half-way down the hall. Please come visit us in our new "digs"! Our phone number is still (802) 365-9109 and our e-mail remains info@gracecottage.org.

Grace Cottage Hospital & Grace Cottage Foundation are 501(c)(3) nonprofit organizations. The mission of Grace Cottage Foundation is to raise funds on behalf of Grace Cottage Hospital.

Donations to Grace Cottage Foundation are tax deductible to the extent allowable by law. Grace Cottage Foundation's Federal Tax ID # is: 03-0343282.

Donations may be made by cash, credit card, check, stocks, bonds, or other tangible assets. Call Andrea Seaton, Executive Director, at (802) 365-9109.

An audit of Grace Cottage Hospital & Grace Cottage Foundation is available upon request.

## A grateful patient writes:

Kerrie Spinrad of Chester enjoyed working in Grace Cottage's raised-bed gardens as part of her occupational therapy while rehabbing from knee surgery. Plants for this project were donated by Jack and Karen Manix, owners of Walker Farm in Dummerston. A certified radiographer at Springfield (VT) Medical Care Systems, Inc., Kerrie said: "The care I got while at Grace Cottage couldn't have been better!"



Kerrie Spinrad, shown here with Heather Lash, an occupational therapy assistant student from River Valley Community College, enjoyed gardening at Grace Cottage.

## ❖ MEMORIAL GIFTS ❖

*Donations have been received between January 16th and May 15th in memory of the following individuals:*

Harlan Allbee ❖ Russ Barber ❖ David Bell ❖ Stanley & Margaret Bills  
 Edward Bretz ❖ Arthur Brooks ❖ Gladys Brown ❖ Louis Brusco, Sr.  
 Dennis Butchko ❖ Chris Coleman ❖ Phil Coleman ❖ Wendell Covey  
 Dottie Coyle ❖ Casey Crozier ❖ Dana Danforth ❖ Garner & Mary Dewey  
 Marjorie Eginton ❖ Nat & Irene Fallow ❖ Bea Fisher ❖ Margaret Gates  
 Roland Gould ❖ Alexander Hadden ❖ Berenice Hall ❖ Thelma Herbert  
 Julia Holland ❖ Edward Hurley ❖ Dr. John & Marge Jacobs ❖ Arnold & Claire Judd  
 Arnold Judd, Jr. ❖ Melba Harlan King ❖ Alexander Kruedener-Struve, Sr.  
 Richard Lapan ❖ Don Leigh ❖ Albert Litchfield, Jr. ❖ Barbara Litchfield  
 Howard Lott ❖ Bob & Josephine MacBride ❖ Joan McConnel ❖ Elizabeth Merrill  
 Gladys Miller ❖ Juanita Neathawk ❖ John Newton ❖ Kim Perry  
 Celia Theresa Romano Pike ❖ Barbara Pinkham ❖ Lois Penner Riley  
 Mary Rodak ❖ Marguerite Ryan ❖ Hank Sanders ❖ Joyce Scheuerman  
 Patricia Seaton ❖ Eric & Gertrude Spafford ❖ Craig Stead ❖ Mary Ann Stewart  
 Don Tarinelli ❖ Florence Thomas ❖ Abby Tidd ❖ Elizabeth Torrey  
 Elaine Touchette ❖ Maria Walsh ❖ Len & Bernice Welch ❖ Joe & Bea Winner  
 George & Jean Winston ❖ Art & Helen Wolfe ❖ Richard Wooten

*We extend our sympathy to the families and friends of these loved ones and our appreciation to those who have given in their memories. When memorial gifts are received by Grace Cottage Hospital, the donor is thanked and the next of kin are notified of the gift. (The amount given is never divulged.)*

## GIFTS WERE RECENTLY RECEIVED IN HONOR OF:

Dr. Robert Backus ❖ Denise Choleva ❖ Grace Cottage Hospital Physicians  
 Grace Cottage Hospital Licensed Nurse Assistants ❖ John Klein & Elaine Lambert  
 Stephen K-Brooks ❖ Dr. Timothy Shafer ❖ Elizabeth Walker



JOIN US FOR FAIR DAY —  
SATURDAY, AUGUST 3  
TOWNSHEND COMMON

## OPT OUT

Are you receiving Cottage Door because you gave a one-time gift to Grace Cottage when the obituary of a dear friend asked that donations be sent here? Are you annoyed that we keep cluttering your mailbox? Please tell us, and we'll graciously and quickly remove you from our mailing list. Call (802) 365-9109 or e-mail us at [info@gracecottage.org](mailto:info@gracecottage.org).



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## GoLocal Ranks Grace Cottage #3 in New England, as Rated by Patients

Article from GoLocal Worcester's Website:

GoLocal WORCESTER'S ([www.golocalworcester.com/health](http://www.golocalworcester.com/health)) first-ever ranking of 176 New England hospitals based on patient experience and ratings utilizes reams of data from a government-sponsored survey of more than 50,000 patients. Based on how patients responded to questions about their care, GoLocal analyzed, weighted, and used the data in a proprietary ranking formula to yield its rankings.

#1 Clinton Hospital, Clinton, MA

#2 Fairview Hospital, Great Barrington, MA

#3 **Grace Cottage Hospital, Townshend, VT** The smallest hospital in the top 20, Grace Cottage Hospital is an inpatient facility for acute and rehabilitative care. It is equipped with a 24-hour emergency department for critical care treatment, a hospice suite, rehabilitation department, and state-of-the-art laboratory and radiology departments. It adheres to its founding physician's (Dr. Carlos Otis), very specific vision of running a hospital that doesn't look or feel like a hospital, while providing modern medical care. Its small size makes possible the warm, individualized, professional service on which the hospital has built its well-deserved reputation.

**HIGHLIGHTS:** In addition to having the highest-rated doctor-patient communication (tied at 93% with Nantucket Cottage Hospital), Grace Cottage posted the highest rating in the Top 20 for pain control – 89% of patients said their pain was always well-controlled.

Grace Cottage Hospital - Townshend, VT

When I arrived at Grace Cottage on February 7, I was, in the words of one of the staff, "broken", having fractured a left femur and right ankle. I was discharged two weeks later, confidently healing well in body, mind and spirit. The entire staff, and I do mean each and every one, was responsible for this. Never have I seen a group of more caring people and I am certain I would not have progressed as quickly or pleasantly anywhere else.

The attitude of the staff, not only with the patients but also with each other, demonstrated a superb team attitude and desire to "go beyond patient care" to paraphrase your slogan.

The level of professionalism, compassion and general caring was more than I have even seen in any health care facility and I can not express my thanks enough.

Sincerely,  
Judy Reynolds