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**Springfield**  
Medical Care Systems, Inc.

*Where People Come First*

2016 ANNUAL REPORT



**Timothy R. Ford**  
*President &  
Chief Executive Officer*

## *Greetings —*

As we turn the page on another year, I'm pleased to report we have accomplished a great deal and recorded another year of positive financial results. Leveraging our uniquely integrated corporate model, access to our services has improved; we added three new locations to our health center network; we have made great strides in quality measures; and we are transforming healthcare delivery targeting overall population health, reduced costs and improved health outcomes.

Our financial results, recording \$842,000 in consolidated net income, will help us return equity to our balance sheet. Given our narrow budgeted operating margin of 2%, these results are remarkable and speak volumes to the strength and commitment of our SMCS team. Staff throughout this organization has risen to the challenge of providing excellent healthcare services that are broad in scope for an organization our size. We have achieved these results while operating in a volatile and fiscally-challenging environment.

Proof of these ongoing efforts is the "National Quality Leader Award" that we received from Health Resources and Services Administration (HRSA), a division of the federal government's Health & Human Services Agency (HHS). SMCS was the only federally qualified health center in Vermont or New Hampshire in the last round of awards to receive "National Quality Leader" recognition. That was the third time we were honored with this award.

# QUALITY

We were recognized for our commitment to worksite wellness with the Governor’s Worksite Wellness Award and identified as one of IHI’s “Healthiest Companies in America.” These honors demonstrate our commitment – and our progress – in the area of worksite wellness.



The Green Mountain Care Board, the State of Vermont’s regulatory agency that oversees hospital budgets, approved our hospital budget which included no rate increase for 2017. While the Board was complimentary of our fiscal performance and overall operations, it is clear that pressure to guard expenses and continually improve efficiency will continue.

Managing state and federal regulations in a two-state service area remains challenging. The degree of

change and coming healthcare reforms, as a result of this year’s elections, remains uncertain. While details continue to be worked out regarding Vermont’s recently approved “All Payer Model” and its accountable care organization, Vermont Care Organization, overall population health will remain a strategy for the future.

Political outcomes and coming payment reforms will require diligent focus, innovative thinking and nimble operations. We are confident that the unique “Springfield Model,” which currently integrates ten federally qualified health centers, behavioral health, dental and vision services with a critical access hospital, places us in a good position as we navigate our way through the coming period of uncertainty.

I extend my sincere thanks and appreciation to our Board of Directors and our staff for their ongoing dedication to our organization and, most importantly, to the patients we serve.

Respectfully submitted,

Timothy R. Ford



**Springfield**  
Medical Care Systems, Inc.

*Where People Come First*

### *2016 New Locations*



*Mountain Valley Medical Clinic  
Londonderry, VT*



*Chester Family Dental  
Chester, VT*



*Lane Eye Associates  
Springfield, VT*

Springfield Medical Care Systems (SMCS) now includes ten federally qualified health center locations. We integrate a broad range of services including primary care, pediatrics, women’s health, behavioral health, dental and vision care. Our health centers are patient-centered medical home sites that hold the highest quality certification attainable from the National Committee for Quality Assurance (Level 3). Patient-centered care is evidence-based, and accessible and affordable to all based on a sliding fee scale.

In recent months, we welcomed Thomas Dougherty, MPH, as our Blueprint Project Manager. Tom will lead our Community Health Team, which is well established in our service area and holds public monthly meetings with community partners to discuss healthcare needs and services. Their work focuses on social determinants of health — and is closely coupled with clinical care coordination and wellness education as essential components of our population health strategy. Active participation in community groups such as Adverse Childhood Experiences (ACEs), the Springfield Promise Community and collaborative efforts with area prevention coalitions, to name a few, are also important initiatives.

Mental health and substance abuse are identified as areas needing attention in our local communities. To help answer this need, we fully integrate outpatient behavioral health services into our primary care network. Each health center has licensed clinical social workers on site, working side by side with primary care clinicians, to help address the growing demand for needed counseling and referrals for medically assisted treatment. This service line is extremely important to our community in the current environment.

Our website, [www.springfieldmed.org](http://www.springfieldmed.org), took on a new look as we unveiled an updated site this fall. The enhanced clinical services and physician directories will help assist area residents in locating needed services. As we look to the future, we will incorporate the use of social media as a vital communications tool.



Our 2013 Community Health Needs Assessment identified overall access to healthcare services as the leading priority in our service area. Our 2016 Assessment revealed great progress in this area, with 95% of the respondents reporting they were able to access the care they needed. In addition, our total number of unique patients served annually has grown over the past year. A lot of front-line work in our office practices, as well as our Health Access Line, has helped bring about these strong results. Other contributing factors include our same day appointment policy, enhanced walk-in care at Springfield Health Center and adding new offices in Londonderry, Chester, and Springfield. We also work closely with Valley Health Connections, who served 1,799 area residents in FY 2016, and helped them access the care they needed.

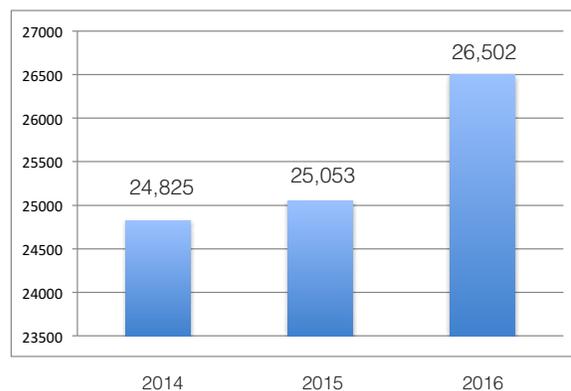
Healthcare priorities for the coming planning cycle include:

- Mental Health/Substance Abuse
- Obesity/Weight Management
- Oral Health

*Health Access Line, 10/1/15 to 9/30/16  
517 Total Referrals*



*Total Unique Patients, FY 2014-2016*



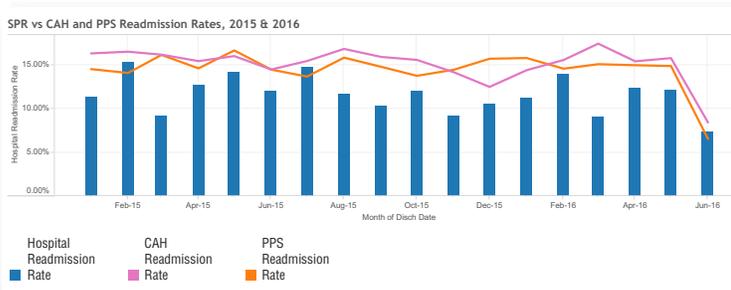


*Where People Come First*

Designing a healthcare system that focuses on preventive healthcare services provided in the primary care setting helps reduce the need for hospitalization and inpatient care. This, in turn, helps reduce overall healthcare expenses and, most importantly, keeps people as healthy as possible.

While total hospital admissions were reduced by 6% in 2016, our inpatient care units at Springfield Hospital and The Windham Center for Psychiatric Care remained busy caring for those in need.

Dr. Marvin Malek joined us as Medical Director of our Hospitalist Service. As is the case with primary care, care coordination and case management played a key role in providing quality care for our patients while reducing our readmission rates.



We recently welcomed Maury D. Smith, Jr., MD, to General Surgery. Our Endoscopy Department is very busy and earns consistently high patient satisfaction scores. Our goal is to provide the best possible care, and patient satisfaction continues to be a priority. On the Inpatient Care Unit, we are focusing our efforts on noise reduction and non-narcotic nursing interventions relating to pain management.



Our new pharmacy program places a pharmacist in the Inpatient Care Unit to assist with order entry, medication consultation with the physicians, medication education for patients, and medication assistance for nursing staff. This allows our medical staff team to focus their attention on clinical care. We have also added a pharmacist in the Emergency Department to help ensure patient safety through medication reconciliation prior to admission.

Our Emergency Department continues to be very busy, managing close to 17,000 annual visits. We see increasing numbers of mental health patients coming to the Emergency Department for care which presents unique challenges due to lack of appropriate inpatient capacity. Our Fast Track service increases efficiency for non-critical patients; and our same-day appointments and walk-in services help direct patients to primary care locations for cost effective and appropriate utilization of services.

Our physical therapy utilization has increased over the past year. Services are offered in Springfield and Bellows Falls, with newly-added services in Ludlow and Londonderry. Physical therapists also continue to provide aquatic therapy at the Edgar May Health & Recreation Center in Springfield.

Springfield Area Adult Day Service offers “A Home Away from Home” for adults over the age of 18 who need health, social and supportive services to enhance wellness and maintain independence. We currently serve clients from Bellows Falls to just south of White River Junction, as well as the Londonderry area.



In the area of diagnostic services, permanent magnetic resonance imaging (MRI) equipment is now offered at Springfield Hospital, replacing a mobile unit and complementing our X-ray, upgraded ultrasound, computed tomography (CT) scanning and 3D tomosynthesis mammography equipment, the latest technology for increased accuracy of breast cancer screening.

We made a commitment to continue offering childbirth services to the region and plans and fundraising are underway to modernize The Childbirth Center suite to provide a special place for young families to enjoy their birth experience.



Demand for mental health and substance abuse services continues to rise, and we are pleased to announce Dr. Timothy Roland, Psychiatrist, has joined Dr. Miller, Dr. Abney, Dr. Ameen, and the staff at The Windham Center and Outpatient Behavioral Health Services. They work closely with our primary care clinicians to provide needed treatment. If inpatient care becomes necessary, The Windham Center team is there to guide the process of developing a treatment plan and supporting patients and their families on their road to recovery.

In summary, it has been a busy year at Springfield Hospital and we are pleased to offer a wide array of healthcare services, locally, for the convenience of our community. We appreciate the trust that area residents place in us and are honored to serve their healthcare needs.

### *Annual Giving 2015-16*

We are grateful for gifts received in FY 2016. More than 600 donors contributed \$330,000 to SMCS/Springfield Hospital. The Annual Giving Campaign raised funds for solar energy projects at Springfield Hospital and Springfield Health Center. Major grants funded a children's dental project in area schools and adding a pharmacist in our Emergency Department.

### *A Special Gift of Art*

In October, the Hospital received 38 pieces of original art for patient rooms from The Susan Sebastian Foundation. The artworks, which were purchased through The Gallery at the Vault in Springfield, totaled \$18,820.

### *Apple Blossom Cotillion*

In May, the Apple Blossom Cotillion celebrated its 60th anniversary with the return of the very first Apple Blossom Queen and members of her court. Yankee Magazine published a story on Apple Blossom in its May/June issue. Proceeds from the event are used for the E. Sherburne Lovell Health Career Scholarship and for the regional MedQuest programs.

### *Springfield Hospital Challenge*

In September, our golf tournament celebrated its 10th anniversary. Proceeds from this event supported the solar energy projects.

### *Springfield Chamber of Commerce Holiday Mixer*

In December, Springfield Medical Care Systems sponsored this very popular event at The Inn at Weathersfield.

### *The Eileen Neal, RN, Memorial Nursing Scholarship*

The Eileen Neal, RN, Memorial Nursing Scholarship, funded by her friends and family, was awarded for the 12th year.

### *Annual Giving 2016-17*

"Springfield Hospital Delivers," a campaign to support the renovation of Springfield Hospital's Childbirth Center, was announced at the annual donor reception and officially kicked off on October 25. A 6-minute video about the project is available on You Tube, Facebook and on the SMCS website. There is a "Big Book of Babies" for people who were born at the Hospital to sign and buttons for them to wear. Also, the history of our Hospital's maternity/childbirth services is highlighted in written material and visual display.



# Honor Roll Donors

Donors who made total gifts of \$250 or more — October 1, 2015 - September 30, 2016

## **Second Century Society ~ \$20,000 and more**

Coverys  
Fanny Holt Ames & Edna Louise  
Holt Fund  
Springfield Hospital Challenge  
Charles R. Wood Foundation

## **Chapman-Hazen Society ~ \$15,000 and more**

Apple Blossom Cotillion

## **1913 Society ~ \$10,000 and more**

Jack & Dorothy Byrne Foundation  
Wilson Trust Fund

## **Founders Society ~ \$5,000 and more**

Boccaccio's Fundraiser for Breast  
Cancer  
Robert Forguites  
Lyndsay Harris / IAC  
Sheila Kendrick  
Gertrude E. Skelly  
Charitable Foundation

## **Trustees ~ \$2,500 and more**

Charitable Foundation of the  
Bryant Grinder Company  
Agnes M. Lindsay Trust  
Andy Majka  
Geraldyn & Richard Marasa, MD  
Northeast Delta Dental Foundation  
Lynne & Robert Schwartz  
Eva Suojanen

## **Patrons ~ \$1,000 and more**

Nancy & Steve Birge  
Black River Produce  
Brattleboro Ford Subaru  
Estate of Arthur Bratton  
Carol Burgess, MD  
Chroma Technology Corporation  
The Common Man  
H. P. Cummings Construction  
Margie Straub & Mark Curran  
Emergency Services of  
New England

Ansley & Tim Ford  
Griffin Construction  
Michel Guite  
Jonathan Haar  
Joyce & Mark Hamilton, MD  
IPG Employee Benefits Specialists  
Joseph Architects  
Kinney Drugs Foundation  
Larry Kraft  
Sandra & Lowell Mintz  
NFP  
Peoples United Bank  
Charlotte Pluta  
Judi & Doug Priestley  
Red House Press  
Barbara Sanderson  
Silent Auction @ Harvest  
Dinner Dance  
Springfield Auto Mart  
Springfield Printing Corporation  
Rebecca & Cary Stratford, PA-C  
Ernest Crosier & Sarah Vail  
Scott Whittemore

## **Benefactors ~ \$500 and more**

Anonymous  
Bette-Jane & Richard Austin  
Baker's Fabrics  
Judi & Ed Becker  
Deborah & Jeffrey Blauw  
Sheila Kendrick & Dan Caloras, MD  
CBA Blue  
Karen & Mel Charboneau  
Glenn & Kimberly Cordner  
Lisa & Matt Coyne  
Patrick Sexton & Barbara Dalton, MD  
Ascutney House & Davis Home  
Downs Rachlin Martin  
Joshua Dufresne  
Susan Dunning  
Susannah & Christopher Eykyn  
Winifred McDowell & John Follett  
Adrienne & Ray Hitchcock  
Anne Hymel  
Indelible Inc. Web Design  
Carrie & Vince Jewell  
George Lamb  
Carolyn & Rich Lane, MD

Lawrence & Lober Electric  
Carole & Dick Lechthaler  
Diana Leonard  
John Leppman, MD  
Mascoma Savings Bank  
Nan Dubin & Tony Masuck, MD  
Nancy & Dave Muller, MD  
Jeanne & Lee Nemlich  
Ellen Pinter & Tony Petrillo  
Melissa & Irwin Post  
River Valley Credit Union  
Judy & Chris Ryder, MD  
Anna & William Smith  
Carol & Albert St. Pierre  
Regina & Richard Summermatter, MD  
Suzanne & Charles Swanson  
Gwynna Taylor  
Lynn Van Natta  
Young's Furniture & Appliances

## **Sponsors ~ \$250 and more**

Anonymous (2)  
Ellen & Steve Ankuda  
Diana Lupien Bacon  
Lew Baldvins  
Lori & Ken Barlow  
Jocelyn & John Benzaia  
Bibens Home Center  
Boccaccio's  
Corky & John Bond, PA-C  
Lori & John Brown  
Cape Cod Systems Corporation  
Claremont Savings Bank  
Gary Clay, MD  
Ruth & Ted Cody, MD  
Crothall Healthcare  
Karen & Peter Dartley  
Vicki & Jonathan Desimone  
Durand Toyota Ford  
Mary Jane Eastman  
Wanda Eubank  
Kathy Felder, CUNP  
Kelly Flynn  
Edward Foster  
Pat & John Graves  
Arlene Gurney  
Gurney Brothers Construction  
Betty & Hugh Haggerty

Richmond Hopkins  
Julie & William Hoyt  
Cindy & John Hughes, MD  
Rebecca Durant & Tom Hunter  
Walter Jabs, Jr.  
Joy Wah Restaurant  
Kelley Sales & Service  
Edita Kucmas  
Nancy & Robert Lanoue  
Ray Latelle  
Angus MacBeth  
Sandy & Peter MacGillivray  
Jasmine & Roger Melzer  
Michaud's Cleaning Service  
Kay & Bob Mitchell  
Muse & Associates Real Estate  
Michael Napsey  
Okemo Mountain Resort  
Wilda & Jeffrey Pelton  
Mary & Leon Perry  
Gillian & Nate Pond  
Carol & Tom Riley  
Barb & Jerry Rohrbach  
Jane & Dave Sandelman  
Vitaliano Sicilia, MD  
Sprague Operating Resources  
Springfield Health & Rehabilitation  
Center  
Springfield Housing Authority  
Susan Tucker, MD, &  
Frederick Tucker, MD  
Valhalla Corporation  
AIG VALIC  
Veronica Von Bargaen  
Darlyn Walker  
Weston Community Association  
Sue & Jim Willard  
Barbara & Sterling Williams  
Jack Banta & Sandy Youmatz, NP  
Janet & Richie Young

# Financial Performance

## Positive Trends

The past two years have tested our mettle and we're pleased to report we have made impressive strides during some very challenging times.

Springfield Medical Care Systems reported an operating loss for FY 2016. While it is commonplace for primary care to experience operating losses, we have been successful in greatly reducing these losses year over year and are working toward achieving break even results.

Springfield Hospital had a positive operating margin for FY 2016, and this allowed us to continue

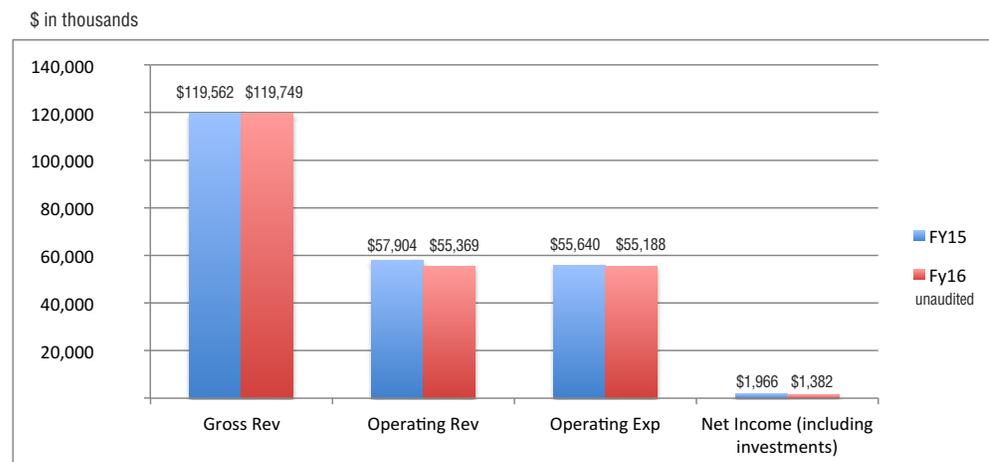
to rebuild our Balance Sheet. It also allowed us to refinance our corporate debt (including bonds) on December 1 of this year.

Overall, from a consolidated standpoint, we have had two solid years in a row. While faced with many socio-economic challenges, these results are remarkable. We are confident we are in a good position as we work toward our population health goals of improving health outcomes, maintaining high quality and reducing costs. We believe this vision offers the most value to our patients and the communities we serve.

### Springfield Medical Care Systems



### Springfield Hospital



# Our Future...



## *Charlestown Family Medicine*

We have now broken ground on an exciting building project that will soon give Charlestown Family Medicine a bright new home. They have outgrown their current space and we look forward to expanding services at this location, adding an occupational health specialty and offering walk-in care.

## *The Childbirth Center*

Plans are drawn and our fundraising campaign has begun for The Childbirth Center renovation project. Birthing suites and bathrooms will soon have larger spaces and a new overall design will welcome young families for their special birth experience.

## *Oral Health*

Identified as a priority in 2013 and 2016, we have added Chester Family Dental and new staff to our network and we are expanding the space. We are also exploring other sites and services, and implementing a school-based preventive care program.

## *Mental Health & Substance Abuse*

Our 2013 Needs Assessment highlighted the growing demand for mental health and substance abuse services. This need was again identified in 2016. We are collaborating with community partners to assess local demand, existing resources, and to develop strategies to help meet this critical need.

*We are very grateful for the countless hours and dedicated service our Board Members share with our organization. We appreciate their guidance and support.*

## *Springfield Medical Care Systems (2016)*

### *Officers*

Albert St. Pierre, Chairperson  
George Lamb, Vice Chairperson  
Richard Dexter, III, Treasurer  
Sarah Vail, Secretary

### *Directors*

Kevin Anderson  
Bob Flint  
Stephen Geller  
Stephen Lyon  
Lori Muse  
Willie Pelton  
Jim Rumrill  
Tim Ford (Ex Officio)

## *Springfield Hospital (2016)*

### *Officers*

George Lamb, Chairperson  
Jim Rumrill, Vice Chairperson  
Nathaniel Cobb, Treasurer  
Sarah Vail, Secretary

### *Directors*

Kevin Anderson  
Gerald Drabyn, MD  
Carrie Jewell  
Rick Marasa, MD  
Angela Page  
David Sandelman  
Gabriel St. Pierre  
Timothy Ford (Ex Officio)

## SMCS INTEGRATED NETWORK

CHARLESTOWN FAMILY MEDICINE  
125 Main Street, Charlestown, NH 03603  
603-826-5711

CHESTER FAMILY DENTAL  
55 VT 11 West, Chester, VT 05143  
802-875-2878

CHESTER FAMILY MEDICINE  
55 VT 11 West, PO Box 159, Chester, VT 05143  
802-875-5399

LANE EYE ASSOCIATES  
441 River Street, Springfield, VT 05156  
802-886-3937

LUDLOW DENTAL CENTER  
8 Main Street, Ludlow, VT 05149  
802-228-4446

LUDLOW HEALTH CENTER  
1 Elm Street, Ludlow, VT 05149  
802-228-8867

MOUNTAIN VALLEY MEDICAL CLINIC  
38 VT Route 11, Londonderry, VT 05148  
802-824-6901

ROCKINGHAM MEDICAL GROUP  
1 Hospital Court, Bellows Falls, VT 05101  
802-463-9000

SPRINGFIELD HEALTH CENTER  
100 River Street, Springfield, VT 05156  
802-886-8900

THE WOMEN'S HEALTH CENTER  
29 Ridgewood Road, Springfield, VT 05156  
802-886-3556

SPRINGFIELD HOSPITAL  
25 Ridgewood Road, Springfield, VT 05156

PHYSICIAN REFERRAL / HEALTH ACCESS LINE  
For assistance finding a physician or healthcare service,  
please call 802-885-7604.

## Our Mission

Our mission is to excel at providing personalized, quality care; where people come first.

## Our Vision

Our vision is to be the provider of choice by creating a professional environment where:

- patients want to receive care;
- clinicians want to practice medicine; and,
- employees want to work.

## Our Plan

We will accomplish this by:

- empowering our caregivers with education, technology, and opportunities for personal and professional development;
- creating an environment which builds collaborative relationships among clinicians, staff, and patients;
- providing our communities with the educational resources and support to make informed decisions and apply preventive care; and,
- offering safe, personalized, high quality care.

Financial assistance is available.  
Call for a personal consultation.  
**802-885-1616**



[www.springfieldmed.org](http://www.springfieldmed.org)

**25 Ridgewood Road, Springfield, VT 05156 802-885-2151**