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.
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 (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, 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
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.

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. Ameele, 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
Coversys
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
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Northeast Delta Dental Foundation
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Lynn Van Natta
Young’s Furniture & Appliances

Sponsors ~ $250 and more
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Sprague Operating Resources
Springfield Health & Rehabilitation Center
Springfield Housing Authority
Susan Tucker, MD, & Frederick Tucker, MD
Valhalla Corporation
AIG VALIC
Veronica Von Bargen
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.
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)

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George Lamb, Vice Chairperson
Richard Dexter, III, Treasurer
Sarah Vail, Secretary

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

Springfield Hospital (2016)

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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)
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
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