



Northern Counties

HEALTH CARE

Compassionate Care in Our Home or Yours

2020

ANNUAL REPORT

Respect



Excellence



Teamwork



IN THE TOP **1-2%** OF ALL HEALTH CENTERS NATIONWIDE



Some of the nation’s top health and dental centers are here in the Northeast Kingdom!

Northern Counties Health Care

is proud to have achieved quality awards from the U.S. Department of Health & Human Services for our outstanding commitment to quality care.

Northern Counties Health Care is **one of only 65 health centers nationwide** designated as a National Quality Leader in clinical quality measures that promote diabetes health and behavioral health.

“High quality care is something built day by day, person by person, in acts of caring and compassion both big and small. These awards recognize that Northern Counties is delivering on its mission to provide high-quality, accessible, patient-centered health care that helps patients, families, and communities thrive.” — Michael Costa, CEO NCHC



Northern Counties

HEALTH CARE

Compassionate Care in Our Home or Yours

Call or visit one of our Centers today.
Care for all ages regardless of ability to pay.



Northern Counties Health Care, Inc.

Northern Counties Health Care, Inc. was established in 1976 by community residents concerned about their poor access to health care. NCHC provides health care services in the medically-underserved, three-county region of northeastern Vermont known as the Northeast Kingdom. It does so through a rural network of five community health centers, three dental centers, a Medicare-certified home care and hospice division and in partnership with three critical access hospitals. All of Northern Counties' community health centers are NCQA recognized as patient-centered medical homes at the highest level.



Northern Counties

HEALTH CARE

Compassionate Care in Our Home or Yours

Our Mission

To provide high quality, accessible, patient-centered health care.

Our Vision

NCHC is a key partner in building healthy families and thriving communities.

Our Values

We pursue quality in all that we do and are committed to:

- **Mutual Respect and Trust** – working together and providing care that respects every individual's dignity, privacy, and culture.
- **Excellence** – investing in our most valuable asset, our employees, is crucial to delivering high quality care.
- **Teamwork and Collaboration** – working within NCHC and with community partners to provide a continuum of health care and social support.
- **Stewardship and Spirit of Service** – serving our communities with integrity and intention in all our interactions.
- **Resilience** – approaching every challenge as an opportunity to pursue creative solutions, achieve financial sustainability, and deepen our resolve.

Northern Counties Health Care, Inc.

Members of the Board of Directors

Nancy Reynolds, President, St. Johnsbury

Ron Steen, Vice President, St. Johnsbury

Kathy Gent, Treasurer, Wheelock

Cynthia Stuart, Secretary, Concord

Justin “Tin” Barton-Caplin, Barton

Sophia Boyle Hall, Lyndonville

Ann Creaven, West Glover

Al Cronauer, Lunenburg

Louisa Driscoll, St. Johnsbury

Sarah Rebecca “Becky” Galloway, West Glover

Maryellen Griffin, Danville

Ellen Moore, East Haven

Laura Newell, St. Johnsbury

Karena Shippee, Danville

Ray Small, Cabot

Pam Smart, St. Johnsbury

Outgoing Members:

NCHC’s CEO Michael Costa, Director of Quality Initiatives and Compliance/Privacy Officer Kari White, and Board President Nancy Reynolds joined **Caroline Frey** outside of her home and physically distanced to celebrate the completion of her six years on the Board of Directors. While serving on the Board, Caroline helped to successfully rebuild and guide the success of NCHC’s Quality Management Program as Chair of the Board Quality Improvement/Quality Assurance Committee. We are grateful for her steadfast support of this organization.



NCHC wishes the best of luck to **Jennifer Guss**, as she moves to her new home outside of the Health Service Area. We are grateful for her time and dedication to the Board of Directors during her time with us!

Thank you for your time and commitment to NCHC’s success!

Northern Counties Health Care, Inc.

New Members of the Board of Directors



Justin "Tin" Barton-Caplin, Barton

Tin has worked in health care, public health, and administration for over 20 years. He currently serves as the District Director for the Vermont Department of Health Newport District and works toward maintaining and improving the health of Vermonters living in Orleans and Essex Counties.

Sophia Boyle Hall, Lyndonville

Sophia has been a registered nurse for over forty years. Her passion has always been health education. She enjoys working with people at all stages of life. She recently became the Lead Nurse/COVID Coordinator for Kingdom East School District and serves on the School Nurse Advisory Council at the VT Department of Health.



Louisa Driscoll, St. Johnsbury

Louisa is an experienced School Nurse (BSN, RN, NCSN) Leader and COVID Coordinator at the St. Johnsbury School. She has been busy educating the staff and families regarding the extensive health guidance for school attendance during COVID-19.

Sarah Rebecca "Becky" Galloway, West Glover

Becky is retired after enjoying a career first in nursing and then in hospital administration, in both hospitals and in long term care services. She has particular interest in services for the elderly where she concentrated most of her career.



Maryellen Griffin, Danville

Maryellen works for Vermont Legal Aid representing low income community members for free. Most of her work is on housing issues, with the goal of safe, stable, fair housing for all. Through her work, Maryellen became acutely aware of the connection between housing and health — on both the individual and public health levels.

Pam Smart, St. Johnsbury

Pam's career in Nursing and Health Care Management has provided her with the opportunity to learn the many aspects of health care. Her expertise has been working in communities, learning the gaps in services, and implementing creative ways to solve problems.



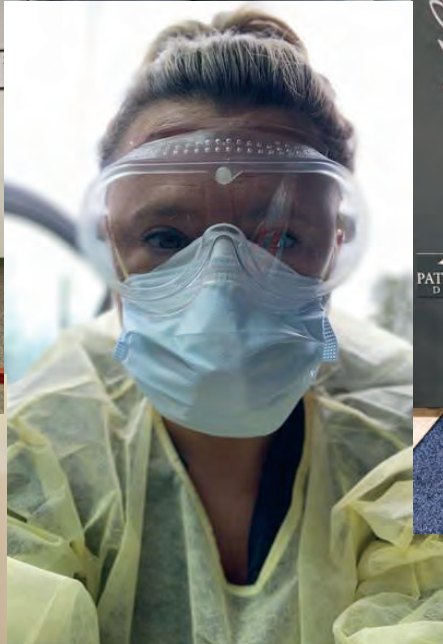
Northern Counties Health Care, Inc.

NCHC Supporting Our Community



Northern Counties Health Care, Inc.

NCHC Supporting Our Community



Northern Counties Health Care, Inc.

Celebrating NCHC Members

**5
Years**

*Linda Bisson
Jennifer Graham
Susan Taylor
Selina Mochizuki
Meagan Johnson
Kathryn Davis
Tabita Niles
Mckalyn Leclerc
Jennifer D'Auria*

*Christine Foreman
Laura Mason
Denise Goodwin
Claudine Currier
Suzanne Isabelle
Verna Owens
Lori Koshowski
Starla Hubbard
Tina Heck*

**10
Years**

*Mary Ready
Dianne Lashoones
Adrienne Rulon*

**15
Years**

*Kathryn Melkonian
Rhonda Perron
Heidi Walsh
Betsy Fowler
Pamela Krupa
Laura Wesley*

**20
Years**

*Sarah Berrian
Laura Goldberg*

**25
Years**

*Suzanne Palermo
Alan Langmaid*

**30
Years**

*Vicki Morehouse
Marcia Driscoll*

**35
Years**

*Brendan Buckley
Julianne Noyes*

Northern Counties Health Care, Inc.

Annual Report of the President

What a year it has been! On behalf of the Board I want to thank the entire staff for the tremendous job you have all done to ensure the health and well-being of the communities we serve. Your provision of quality, patient-centered health care to all is a tribute to your passion for our mission and vision and your dedication to your patients and colleagues. I know I speak for the entire Board when I say we are proud of you all, and it has been a privilege to do our part in supporting your efforts. Without each and every one of you, we would not be the exemplary health care system that we are. The quality of our team and the care we provide is the best in the state, and an example nationally.

The Board has undergone leadership changes since April 2019. Thad Richardson finished his Board term and term as President in October 2019, and Al Cronauer took over the helm until January, at which point I stepped into the Presidency and Ron Steen replaced me as Vice President. The Executive Committee assumed the duties of the Nominating Committee last October, and began meeting monthly after Board meetings. This group accepted the challenge Thad had given us to address the Board Evaluation results that called for improvement in Board Recruitment and On-Boarding, methods for Board members to get to know each other and the organization in greater depth, and improved organizational branding and marketing. A vigorous and guided recruitment process that engaged the entire Board and Senior Leadership Team (SLT) was developed and implemented that culminated in the nomination of the six individuals who join the Board this month, as well as a list of potential future Board members. In collaboration with the SLT and the excellent guidance of Kari White, an on-boarding process that will provide not only the new members, but the entire Board, the opportunity to gain a better and deeper understanding of all aspects of the organization and their role was developed and is being implemented. A Board Buddy system has been put in place to assist new members in navigating the work that we do.

Additionally, it has been a Board goal, and a personal goal of mine, to let the staff know how very important you are and how much your efforts are appreciated. Board Recognition acknowledgments have highlighted extraordinary efforts by staff, and the *Daily Dose* has provided improved communication and allowed staff and Board to express concerns and gratitude across the organization. We hope our appreciation pictures made us seem more real and connected.

During the past year, the Board has worked to meet all its regulatory and statutory responsibilities. Through participation on our standing Committees and Board education, in collaboration with the SLT, we have provided the necessary oversight of all aspects of operations, keeping the goals of our Strategic Plan front and center. The organization remains fiscally strong and received a clean audit. Primary Care and Home Health and Hospice programs have continued to receive appropriate certifications and designations and garner state and national recognition for quality. Our staff has stepped up to meet the challenges of payment reform and systems outages, without affecting patient care. When our Emergency Management Plan was activated at the start of the Pandemic, all aspects of the organization shifted operations to meet the state and federal regulations and guidelines and remain operational. As a result of these actions, so far the organization has been able to continue to provide excellent care, stay safe, remain financially sustainable and do our best

Northern Counties Health Care, Inc.

Annual Report of the President (continued)

to mitigate the stress on our patients, staff, and communities. Your flexibility and fortitude are deeply, deeply appreciated.

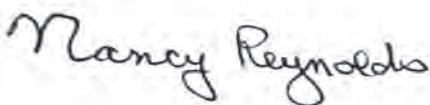
Our CEO, Michael Costa, marked his one-year Anniversary with us in March, providing astute and effective leadership. He has worked to maintain that delicate balance between internal and external focus. His internal focus was on our team and the “bus”, resulting in the Joy and Wellness plan, and use of the *Daily Dose* to improve communication and transparency. Local partnerships have helped move the development of Northern Express Care forward, the provision of health care to residential students at two area private high schools, and has supported the work of NEK Prosper! in addressing the social determinates of health, all aspects of our Strategic Plan. Externally, the development of relationships at the state level have facilitated NCHC’s ability to have a voice at the table of health care organizations addressing health care policy and reform. Medicaid raised the cap for dental care, and agreed to support providers with a pilot Prospective Payment Program during the Pandemic. Work also continues on a pilot program for flexible funding for the Choices for Care program at Home Health. All of this has been made possible because of a strong and capable Senior Leadership Team, which allows Michael the freedom to address broader issues with implications for the wellbeing and sustainability of Northern Counties.

It has been an honor to serve as President of the Board this year and work with such wonderful, devoted people in support of all that you do. The Board officers have worked diligently to make the Board experience enjoyable and meaningful. Board members have been responsive and engaged. This fall two members will be leaving the Board, Jennifer Guss, who has moved out of our service area, and Caroline Frey who is completing her second term on the Board and has served ably as Chair of the QI/QA Committee. Both have been invaluable to the functioning of the Board. They will be missed, and we wish them well. One of our members, Al Cronauer, will return for his second term on the Board. His financial expertise and insight are greatly appreciated.

While the landscape is ever changing and often challenging, the organization has been able to remain true to its mission and responsive to our patients, staff, and communities. We have remained fiscally sound and have moved toward more integrated and collaborative provision of care. We are extremely grateful for the skilled leadership Tom Pitts has provided as CFO over the past several years, and we wish him well as he plans to leave us to pursue pre-retirement activities at the end of December; we will keep his number on speed dial.

Your Board of Directors stands ready to ensure that Northern Counties Health Care continues to be innovative in providing the best health care possible to our communities. We will face any challenge as an opportunity and will do so with perseverance and creativity.

Respectfully,



Nancy Reynolds, Board President of Northern Counties Health Care

Northern Counties Health Care, Inc.

Annual Report of the CEO

Northern Counties Health Care performed well in Fiscal Year 2020, meeting and exceeding its goals. Yet, Fiscal Year 2020 was most notable for what happened at the very end of it: the arrival of a global pandemic whose scope and duration remains uncertain today. My message today is about what has happened since the pandemic's arrival, rather than the previous fiscal year. This seems fitting and proper given how much COVID-19 has shaped our experience these past months.

My biggest goal is to align people and teams to emerge from this crisis with as many healthy patients, healthy staff members, and financial resources as possible to quickly recover. That's my job until the emergency ends. This starts with a most basic task: making sure our people and teams are in a position to safely care for our patients and communities. We have done that and much more.

Our clinic doors remain open. Dental care has rebounded. Home care persists. Hospice continues to light a candle for families during their darkest hours. The team's financial success gives the organization the ability to weather future storms. A spirit of innovation and resilience is flourishing. We now know that we are able to quickly change and adapt our operations, including on a daily basis. Yet, we also know that we can meet these daily challenges while continuing to achieve big things, including expanding primary care, maintaining a high level of quality based on our Health Resources and Services Administration quality awards, implementing a new Electronic Dental Record System, and being recognized by Strategic Healthcare Programs for five-star Home Care services in June among many other accomplishments.

I do not know what the future holds. It seems likely that we will battle through a winter of flu and COVID-19. The pandemic, and political forces, will likely squeeze our finances. The labor market makes it more difficult to find providers, nurses, paraprofessionals, dental assistants, and other staff. Yet, I have every confidence that Northern Counties Health Care will, as it has for many years, draw upon our team's intelligence, hard work, innovation, and resilience to succeed. I need only look at everything our team has accomplished during COVID-19 to demonstrate what we are capable of even during the most challenging times. Take a look at the extraordinary list of accomplishments on the next few pages to see what we accomplished even during a public health emergency.

I am humbled to lead this great organization, the first of its kind in Vermont and the only one of its kind in terms of spirit and dedication. Let's take a minute to reflect on these accomplishments, take a deep breath, center ourselves, and embrace the work to come.

Sincerely,

A handwritten signature in black ink, appearing to read "M. Costa", written in a cursive style.

Michael Costa, CEO of Northern Counties Health Care

Northern Counties Health Care, Inc.

Annual Report of the Treasurer

The fiscal year ended March 31, 2020 was a good year for NCHC. But for the last two weeks of March, and the shutdown of dental operations and curtailment of medical visits, most of the year escaped the impact of the COVID19 pandemic.

Total operating revenues increased 3.8% from \$26.8M last year to \$27.8M this year. Operating expenses increased 5.9% from \$25.7M to \$27.2M. There was an operating gain of \$640K vs \$1.1M last year. Including other revenues, investment losses, and grant income used for capital acquisition, total net assets increased by \$625K vs \$1.27M last year.

The primary care division reported revenue of \$19.2M and an operating gain of \$990K. Last year's revenue was \$18.7M with an operating gain of \$1.48M. The 340B drug program continues to be the primary driver for profitability. This year's modest revenue gain reflects slightly lower medical and dental program revenues, due mostly to the impact of COVID19 in March.

The home health division reported revenue of \$8.5M and an operating loss of \$253K. Last year's revenue was \$8.1M with an operating loss of \$340K. The average daily hospice census increased to 41 from 32 last year, a record, and is the reason this year's loss is smaller than last years. Cost increases continue to outpace payment increases from Medicare, Medicaid, and commercial payers.

Our balance sheet is strong. We have no debt and \$6.2M of cash and CD's, a very good place to be as we start the new fiscal year in the midst of a pandemic.

A complete set of audited financial statements are available for public review at our administrative office in St Johnsbury. We received an unqualified opinion from our independent auditors, which means our financial statements are fairly presented in accordance with generally accepted accounting principles. As a consequence of receiving federal grants, we are also required to conduct a compliance audit according to government auditing standards. We had no material weaknesses and are considered a low risk auditee.

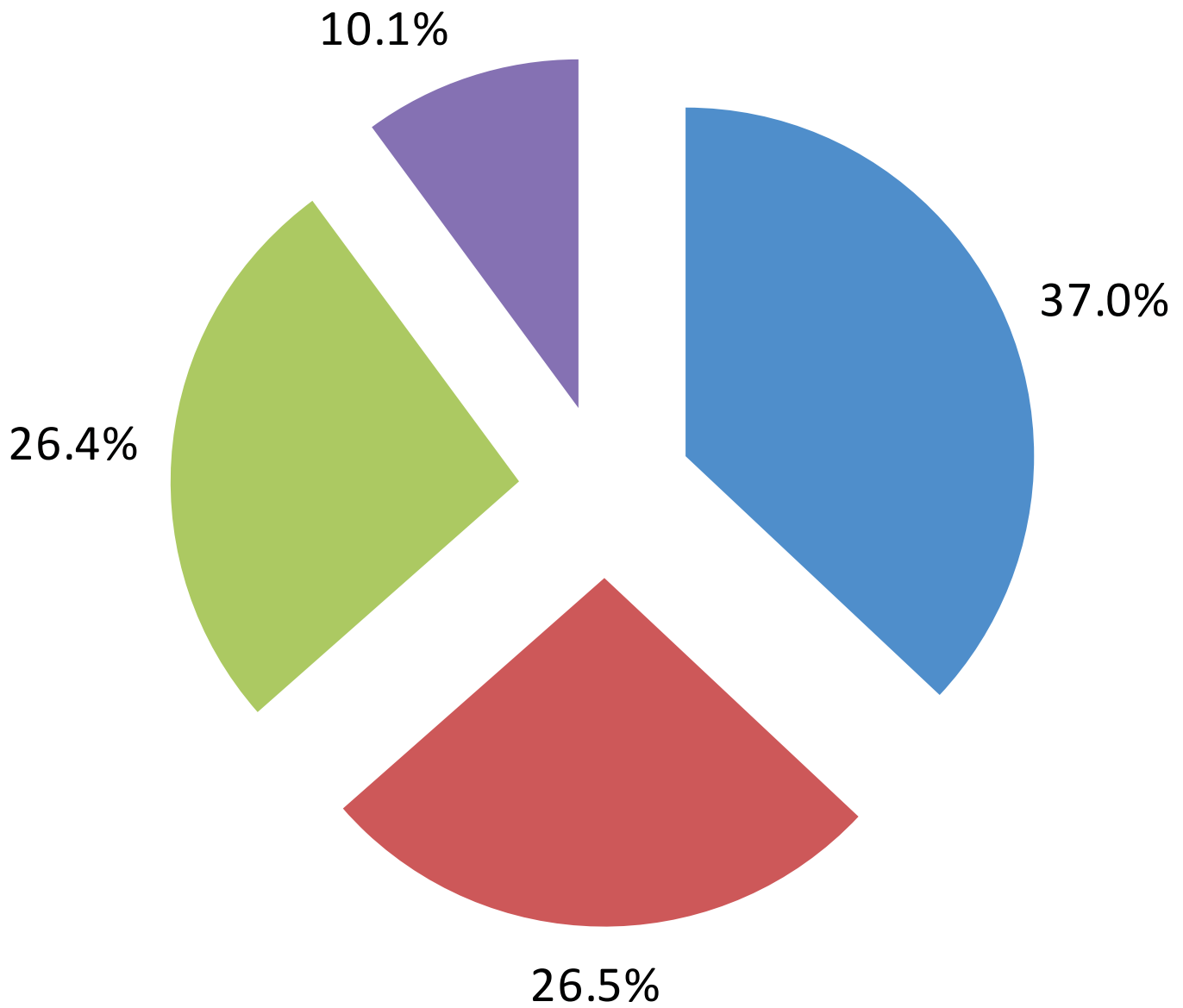
Respectfully Submitted,



Kathy Gent , Board Treasurer of Northern Counties Health Care

Northern Counties Health Care, Inc.

Financial Summary - Fiscal Year 2020



■ Medicare

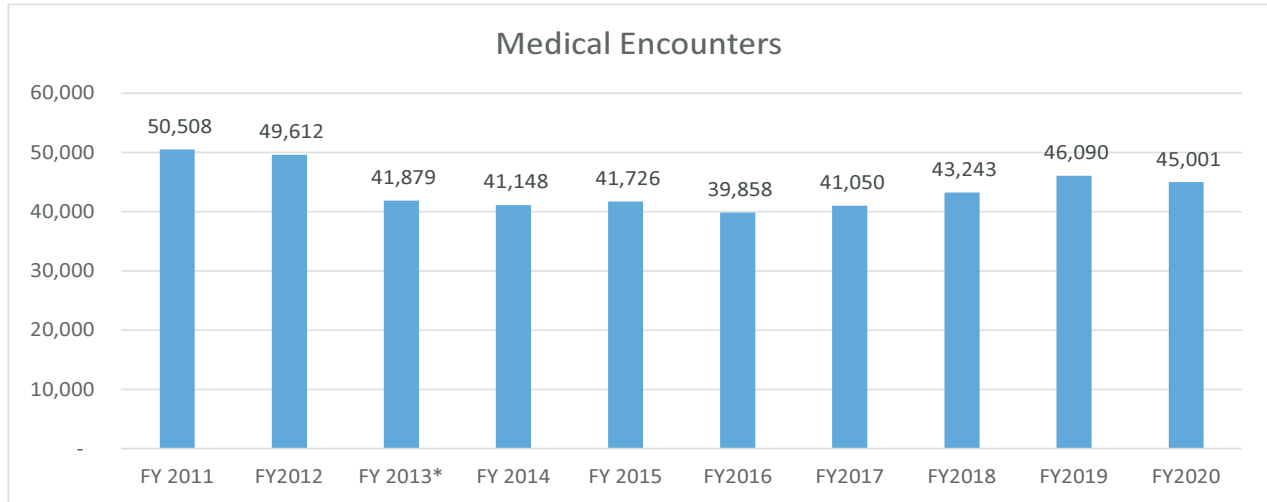
■ Medicaid

■ Commercial

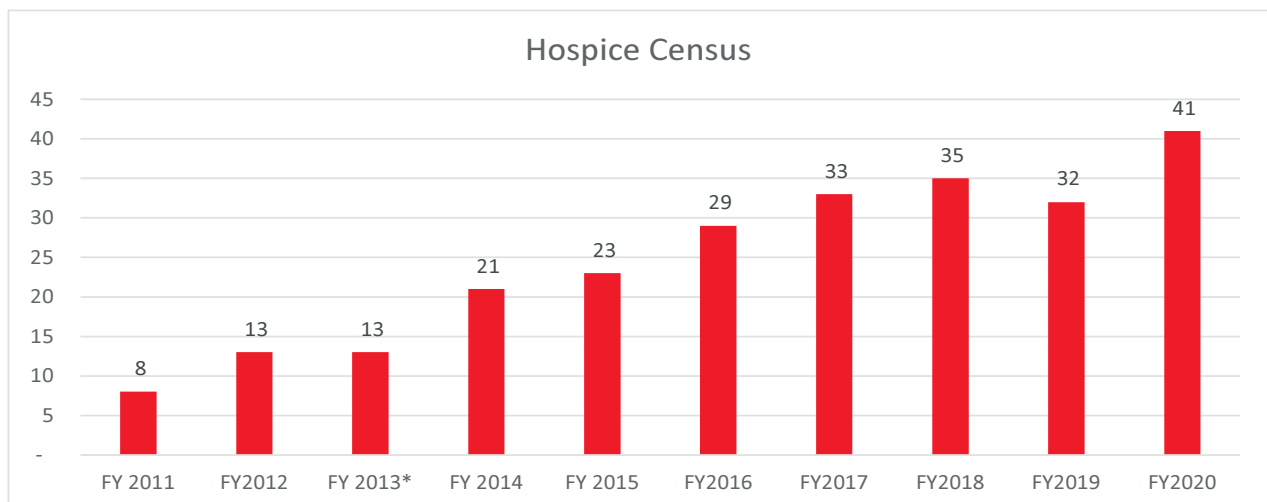
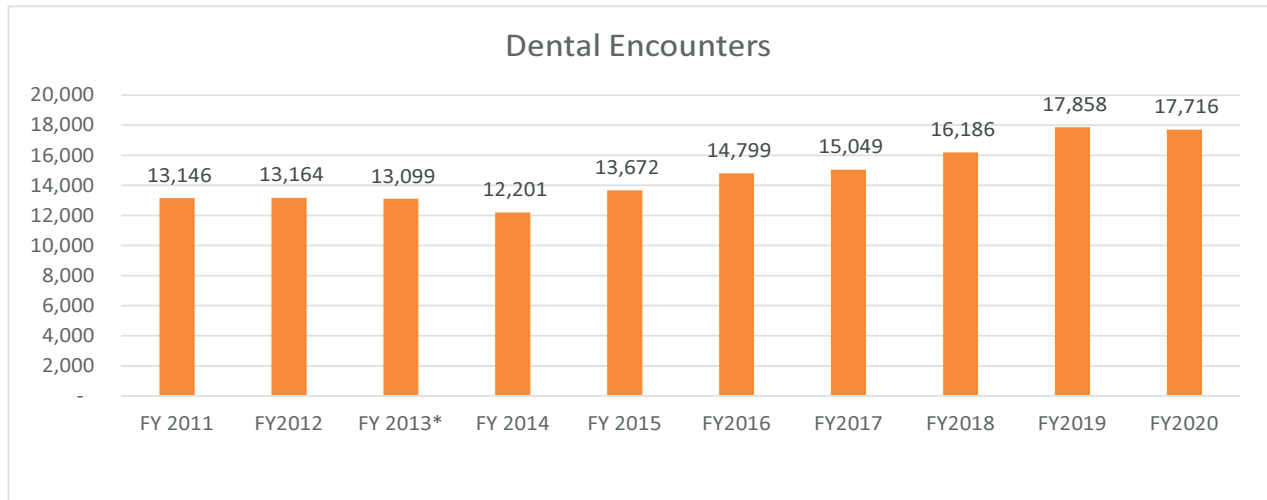
■ Self Pay

Northern Counties Health Care, Inc.

Key Measures of Patient Services



* Reflects closure of NCHC's Caledonia Internal Medicine practice



Northern Counties Health Care, Inc.

Primary Care Services for Our Community

Northern Counties Health Care’s Health & Dental Centers work to provide the best care in the Northeast Kingdom through its breadth and quality of health and wellness services.

■ Primary Care Medical Patients:	13,265	■ Behavioral Health Visits:	3,679
■ Primary Care Medical Visits:	40,640	■ Enabling Services Patients:	363
■ Dental Patients:	7,719	■ Enabling Service Visits:	580
■ Dental Visits:	18,455	■ Medication Assisted Patients:	158
■ Behavioral Health Patients:	1,106	■ Health Care Insurance Assists:	2,658

* Data from Uniform Data System Report (1/1/2019 – 12/31/2019)



“After participating in the walking program, I feel more energized and less isolated. I realized that I needed the social connections.”

- Walking for Wellness Program Participant and Concord Health Center Patient

Money Saved for Our Patients

4,295 Number of patients receiving free care or a discount in 2020	\$226,782 Total \$ saved via sliding scale and cash discounts in 2020	\$291,135 Total written off to bad debt in 2020	\$67.78 Average per patient	\$105,000 Average monthly savings for patients using Community Health Pharmacy
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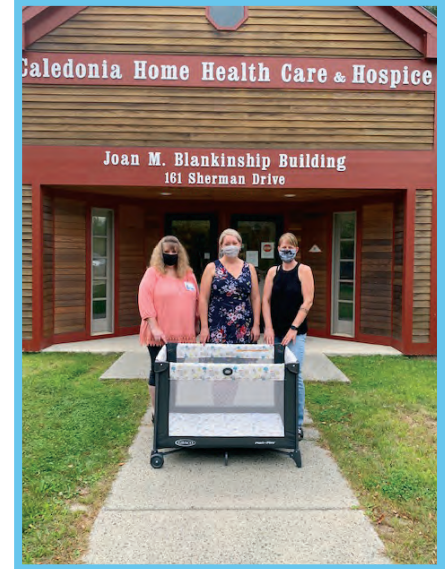
“I can’t thank my daughter’s doctor enough. After she was screened and diagnosed with depression, her doctor called on the weekend to check up on her. Between medication, counseling, and follow up visits, it’s like the fog has lifted and she is herself again.”

– Parent of St. Johnsbury Community Health Center Patient

Northern Counties Health Care, Inc.

Home Care & Hospice Services for Our Community

Northern Counties Health Care's Caledonia Home Health & Hospice provides in home services to patients throughout Caledonia and Southern Essex counties. Services include home care, long term care services, Maternal & Child Health services and Hospice & Palliative Care.



“Thank you to Caledonia Home Health and Hospice. They were with us every step of the way for the past 18 days. With their support we were able to keep Leon at home as he wanted. Leon’s dignity was paramount to all of us throughout this sad process. Our family is in gratitude to all.”

– Family Member of a Hospice Patient

- Individual patients served by Caledonia Home Health Care & Hospice in 2020: **1,578**
- Total number of patient visits by Caledonia Home Health Care & Hospice in 2020: **55,928**
- Total number of miles travelled by Caledonia Home Health Care & Hospice delivering services in 2020: **543,258**
- Nursing Home days avoided in 2020: **24,344**

“My fiancée’s grandmother recently passed away. But before that she was receiving care from our Home Health and Hospice nurses. The family was amazed at how attentive and thoughtful each nurse that came in was. They were quick to return phone calls if we had questions and came over whenever needed. They made everyone feel so much better. I can’t thank them enough for providing such good care in our communities!”

– Family Member of a Hospice Patient

Northern Counties Health Care, Inc.

COVID and Beyond

The Novel Coronavirus, or COVID-19, has largely changed how Northern Counties Health Care operates, from how and where we care for patients, to standing up a telemedicine program within days. Throughout the Pandemic, NCHC has demonstrated its commitment to the communities we serve by continuing to provide compassionate care and still working to improve our organization to meet the needs of our patients. Here is a short list of some of those accomplishments, COVID-related and otherwise:

Organizational Culture: Foster a professional, supportive, and engaging environment where employees are proud to work and invest in delivering high quality care.

- Received Worksite Wellness Award from the Vermont Department of Health
- Created enhanced mentorship program for NCHC's Physician Assistants and Nurse Practitioners
- Instituted and filled both an Interim Assistant Medical Director and Chief Strategy Officer position
- Launched Caledonia Home Health Care & Hospice's Employee Experience Project
- Achieved successes in Joy & Wellness Initiatives (Leadership Curriculum, exercise classes, minimum wage increase, and sprint bonus pilot)

Patient/Client-Centered Care: We are committed to providing the right care at the right time to ensure healthy individuals and vibrant communities.

- Organized comprehensive and tiered COVID outreach for patients based on medical, behavioral and social risk factors
- Established COVID-19 testing in March (the first FQHC in VT to do so)
- Achieved our first five-star Quality of Patient Care rating from Strategic Healthcare Partners/CMS for Home Care
- Extended services to meet needs: Hardwick Area Health Center's Diaper Bank, NEK Create HEALTH project, Diabetes Program, Walking for Wellness Program, and reinstated the Safe Sleep Program with Maternal & Child Health
- Received national awards in quality from the Health Resources & Services Administration
- Launched Caledonia Home Health Care & Hospice's Longitudinal Care Project

Environment of Care: Our facilities and care environments are up-to-date, inviting, safe, reflect NCHC's quality of care, and anticipate changing needs.

- Renovated the Hardwick Area Health Center on time and under budget
- Remodeled Administration building first floor to bring together Information Systems team and accommodate Health Information Management team
- Set up and operated a Sewing Factory with Catamount Arts to supply masks and gowns to our team
- Established a Respiratory Care Clinic to care for symptomatic patients (the first FQHC in VT to do so)
- Relocated tracking and management of Personal Protective Equipment to a centralized location



Northern Counties Health Care, Inc.

COVID and Beyond (continued)

Financial Health: NCHC remains flexible and adaptive to ensure resiliency of the organization.

- Endured Caledonia Home Health Care & Hospice's Electronic Medical Record system crash (without interrupting patient care)
- Installed a new Electronic Dental Record system (Dentrix Enterprise)
- Completed Home Health Care & Hospice and Choices for Care Case Management State surveys
- Adapted to the new case-mix classification and payment system (Patient-Driven Grouper Model (PDGM)) for Home Care
- Participated in OneCare Accountable Care Organization program



Partnerships and Advocacy: Collaborative partnerships and advocacy are essential to meet the needs of our communities.

- Expanded primary care access to and in partnership with Burke Mountain Academy and Lyndon Institute students
- Began work on Northern Express Care with Northeastern Vermont Regional Hospital
- Expanded participation and leadership in NEK Proper! Leadership Team and Collaborative Action Networks
- Participated in the work of many cross-sector working groups with State and local partners

Communication and Branding: Define and foster an organizational identity – the work that we do, for whom, and its contribution to and impact on the community.

- Instituted and filled a Marketing & Development Coordinator position
- Expanded social media presence, membership and improved the quality and frequency of postings to sites like Facebook
- Developed daily e-mail communication, the *Daily Dose*, to communicate directly and transparently to all staff and Board members any operational changes, general news, reflections, resources, the efforts of our team, and some fun items



We couldn't have done this without support we have received from our communities! From homemade masks, to baked goods, N95 masks and letters of thanks, Northern Counties Health Care appreciates you and thank you for your generosity! Thank You!

Alida Conti
Amy Garland
Barr Hill Distillery
Beth Howes
Beth Rodondi
Cabot Creamery
Cellars at Jasper Hill
Cherry Hebert
Community National Bank

Concept 2, Inc.
Council on Aging
Downs Rachlin Martin
Finely Rodondi
Ford Motors, Inc.
Gretchen Priest
Hardwick Neighbor to Neighbor
JOANN Fabrics

Joe and Pam Arborio
Kathleen Haines
Linda Damiani
Linda Griswold
Lynda & Robert McDowell
Nancy Carpenter
Pete & Gerry's Organic Eggs
Pizza Man
Robert Schnopp

Star Theater
Sujan Yates
Sylvie Ming
The Flower Basket
Theresa White
Therese Lorenz
Thoms Bishop
Tim and Bobbie Nesbit
Wiley's True Value Hardware

NORTHERN Express Care

Northern Counties Health Care (NCHC) and **Northeastern Vermont Regional Hospital (NVRH)** are pleased to announce the creation of a new partnership, **Northern Express Care – St. Johnsbury**. Northern Express Care will be a walk-in health center open to anyone who requires convenient primary care services. Located at the corner of Railroad Street and Eastern Avenue in downtown St. Johnsbury, Northern Express Care will offer evening and weekend hours, no appointment necessary, to provide community members with the care they need, when they need it.

“The strength of our community, and the Northeast Kingdom as a whole, is our ability to work together. I am grateful to NVRH for their partnership and excited to offer one more way that Northern Counties Health Care, as a Federally Qualified Health Center, can care for our patients and neighbors regardless of their ability to pay.”
– Michael Costa, Chief Executive Officer

“We are thrilled to be able to work with Northeastern Vermont Regional Hospital, our partner and neighbor, to be able to expand access to health care services, decrease wait times, and provide compassionate care to those who need it,”
– Christopher Towne, Chief Strategy Officer



Pictured: NVRH Chief Executive Officer, Shawn Tester & NCHC Chief Executive Officer, Michael Costa in front of Northern Express Care.

Northern Express Care will provide a convenient way for individuals seeking assistance with minor illnesses or injuries the same comprehensive and compassionate care that one would normally receive at their primary care provider’s office. In addition, Northern Express Care can help patients establish a relationship with a primary care provider in the area, creating another pathway towards better health and wellness. Northern Express Care will open its doors this coming winter.

Northern Counties Health Care, Inc.

Thank You

Giving comes in many ways. Your generous donation of money, time, and energy are essential in helping us meet our Mission to provide high quality, accessible, and patient-centered health care. Our donors help necessary programs become great, and ensure no community residents are left without care. We are enormously grateful for the support we have received from our friends and neighbors in the community.

Norman & Rita Airoidi
American Legion Auxillary
Jean Bailey
Allison Battista
Bob & Claire Beckler
Warren & Katherine Belding
Belina Bernier
Francis & Gracia Berwick
David & Elaine Bixby
Paul Bohlen
Carl Bohlen
Curtis Bohlen
Scott & Amy Brill
Ronald Broklaw
Alan Brooks
Norman & Aline Brosseau
Cynthia Buck
Cabor Creamery Cooperative, Inc.
Gerald & Blanche Cadorette
Janet Carpenter
Kimberly Carvalho
Catholic Daughters of America
James & Dianne Chamberlain
Carolyn Cincotti
Peter & Jennifer Clark
Class of 1969 Rice Memorial High
School
Jeannie Clermont
Pamela Collier
Francis & Rosemary Collins
George Compo
William Corrow
Judy Daloz
Barbara Daniels
Jerry & Patricia Davis Sr.
Richard & Gloria Dean
Carolyn Deasy
Richard & Ann Delaney
Robert Derosier
Marlin Devenger
Ted & Christine Johnson Dinkel
Sylvia Dodge
Sara Donna
Michael & Mary Donnelly
Harriet Downing
Craig & Theresa Dunnells

East Burke Garage
Ashley & Jennie Edmunds
Edward & Lorinda Farmer
Muriel Feeley
Stephen & Martha Feltus
Daniel & Peg Foligno
David Forbes
Elaine Fournier
Kathryn Fox
Paul & Diana Frederick
Caroline Frey
Robert & Lois Frey
Harold & Beverly Frost
John & Marilyn Fuller
Mary Elizabeth Furr
Larry Gadapee
Winona Gadapee
Carmen Gale
Suzanne Gallagher
Louise Gallant
Linda Garey
Leslie Gensburg
Katherine Gent
Leonard & Lauren Gerardi
Steven & Jane Glass
Pam Goodman
Guibord-Pearsons & Sayles Funeral
Home
Edith Halpin
Brian Hann
Steve & Trudy Harran
Donald Hayes
George & Kathy Hemmens
David & Patricia Henderson
William & Kimberly Hill III
Nancy Hoblin
Monica Holcomb
Robert & Kristina Hoppe
James & Reinetta Hutchins
Mary Ide
Jeness Ide
Henry & Sharon Ide
Kenneth & Janet Johnston
Sandra Jones
John & Nancy Jurentkuff
Linda Kane

Dennis Kauppila
Andrea Kerin
Kingdom Trail Association
Tamara Krosky
Joseph & Helen Laberge
Robert & Sharon Labrecque
Rita Laferriere
Robert & Ann Lawrence
Joan Legendre
Mary Letourneau
Steve Leventer
Reeve Lindbergh
Frank & Carolyn Lineberry
Janet Long
Michael & Roylee Lovett
Paul & Carol Mangiafico
Betty Marquise
Timothy & Betty Jane Mckay
Frank & Brenda Meierdiercks
Robert & Christine Meserve
George & Jane Morehouse
Dennis & Helene Morel
Harry & Claire Morrison
Edwin & Linda Nelson
Beth Nicholson
Ulric & Lorraine Norris
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Lucille Oakes
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If you made a donation since October of last year, but your name does not appear on the list above, please accept our sincere apologies and contact Marilyn Young-Bishop at 802.748.8116 or marilynbn@nchcv.org

Northern Counties Health Care, Inc. is funded in part through a grant from the U.S. Health and Human Services Administration.

Northern Counties Health Care, Inc.

Sharing Dorothy's Story

Dorothy (Dot) Dudley's story is one of success and survival. After returning home from visiting her son and his family in Florida, Dot became very ill. Dot was rushed to Northeastern Vermont Regional Hospital where she was diagnosed with COVID-19 and spent the next two and half weeks in the Intensive Care Unit's respiratory isolation room. Dot recalls this time feeling alone, and frankly, scared that she was going to die.

Dot returned home to recover with the help of Caledonia Home Health Care & Hospice's multidisciplinary COVID Team which included: Denise Goodwin RN, Melanie Moore PT, Nicki Cuccia OT, Lisa Warren LNA and Kim Fontaine PCA. The COVID Team spent 163 hours through 128 visits with Dot over the next eight weeks. They monitored her health status, assisted with her activities of daily living, and helped her to regain her independence, first with oxygen and then without it.

Dorothy is well and thriving after recovering from COVID-19 and is so grateful for the compassion and dedication of Caledonia Home Health Care & Hospice's COVID Team. Dot graciously offered her success story to share as part of Caledonia Home Health Care & Hospice's Annual Appeal which will be sent out to our community members soon. If you would like to read Dot's full story or to support our work, please visit our website soon!



Northern Counties Health Care's Annual Report is our chance to review and share with our NCHC family, friends and partners the many accomplishments we have advanced together in the last year. It is also an opportunity to reflect upon and recognize those who have dedicated their passion, expertise and time to the Mission of NCHC. Without the commitment of our Board of Directors, staff, volunteers, community partners and friends, our organization would not be able to deliver compassionate, high-quality, accessible, patient-centered care to our communities.

Northern Counties Health Care, Inc.

Caledonia Home Health Care & Hospice

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Concord Health Center

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Hardwick Area Health Center

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St. Johnsbury Community Health Center

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Northern Counties

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Compassionate Care in Our Home or Yours