

2011

Annual Report To
The Community



Porter
Medical Center

President's Message	3
Community Health Programs	5
Challenges & Successes	6
Board Members & Staff Leadership	10
Financial Data	11
Medical Staff	12
Mission Statements	15



Senator Patrick Leahy recognizes Middlebury Family Health for their implementation of a new Health Information System and being the first Vermont practice to attain federal "Meaningful Use" designation. Drs. Eileen Fuller and Dayle Klitzner are pictured with Senator Leahy.

Cover Photo - AmeriCorps students volunteering at Helen Porter during the summer of 2011.

Change Is In The Air



Healthcare reform has arrived. With the passage of Act 48, the Vermont Legislature put its imprint on the transformation that hospitals, physicians and other healthcare service providers are beginning to experience. With the creation of the Green Mountain Care Board, with its wide-ranging authority over hospital budgets, the Certificate of Need process and every major element of "reforming" our health care delivery and payment system, we are in the midst of change on almost every level of how we serve the needs of our Addison County community.

Passage of the federal health care reform law has also set in motion a series of changes, most having to do with insurance reform,

but the law also lays out a timeframe and definition for the establishment of a "common benefit package" and "health care exchanges" that will have significant implications on the work we are doing. What the common benefit package will include and how health care exchanges will actually function here in Vermont are still undefined. This, along with "bending the cost curve" for health care expenditures, will be the real heavy lifting of health care reform.

This transformation already has reached our organization in the form of a new Electronic Health Information System being implemented in stages throughout our hospital and network of physician practices. Helen Porter Healthcare and Rehabilitation Center (HPHRC) was a statewide leader in the implementation of a new electronic medical record system, and now Porter Hospital is in the midst of what is clearly the most complicated and challenging project in its history.

The "Vermont Blueprint for Health" defines a series of changes required for physician practices to attain certification as an "Advanced Primary Care Practice", as well as for communities to establish Community Health Teams. These changes will support new initiatives designed to assist individual patients with chronic conditions improve their health, and reduce overall health care expenses over the long-term. Vermont is one of eight states accepted as part of a national Multi-Payer Advanced Primary Care Demonstration Program, which will add more resources to expand the Blueprint program. Porter Hospital is the lead agency for the Addison County region for Blueprint activities, and we have made tremendous progress in 2011 to attain the required certification by the National Committee for Quality Assurance for most of our physician practices and have started to create our local Community Health Team. By the end of 2012, every Porter Hospital physician practice will have a new health information system including an electronic medical record for every patient.

Of course, beyond all of these reform-related activities we need to run a hospital, physician practice network and HPHRC. In other words, we have to keep flying this airplane while we are redesigning it...and we are.

With the introduction of the new "Hospitalist Program" in 2011, we have established a new model for providing the highest level of quality patient care for our hospital inpatients that focuses on better coordination and communication and has been well received by our patients, medical staff and nursing staff. The Porter program is similar to programs throughout Vermont and the United States, which involve hiring specialized physicians who focus exclusively on caring for hospitalized patients. More information about this program is contained later in this report.

At Helen Porter, the ongoing "Culture Change" initiative resulted in the introduction of a new Namaste Program and creation of our first Respite Room in collaboration with Addison Respite Care Home (ARCH). In the next section of this report, we describe each of these new programs and why they are vital additions to our organization. We also celebrated the opening of our new neighbor, Eastview Retirement Community, and anticipate that this project will be 100% complete by the summer

continued on next page



PMC President James L. Daily presents a rocking chair to Bea Willson, who celebrated 50 years of employment with Porter Hospital in 2011.

of 2012. We envision opportunities to collaborate with the leadership of Eastview to improve the continuum of care for our elderly neighbors and are excited to have them on our campus.

Throughout this Annual Report to the Community, we have tried to provide you with a summary of these and other initiatives, challenges, opportunities and changes that have set Porter Medical Center on a path that will result in fundamental transformations that will impact every corner of our organization. We are proud to do this, as we are proud of the work we are doing and grateful to the people of this region who trust Porter Medical Center to serve their medical needs, as well as support our organization in so many other ways.

On a personal note, I was asked and accepted the responsibility of board chair of the Vermont Association of Hospitals and Health Systems. Although this is a major commitment, I feel that taking an active role in ensuring that hospitals demonstrate strong leadership in this critical time of health care reform is essential and I look forward to working with my fellow hospital CEO's to represent the perspective of providers as our state moves forward with health care reform activities.

In closing, I wish to dedicate this 2011 Annual Report to the memory of a very special and important member of the Porter Medical Center family. We said goodbye to Dr. Robert LaFiandra during 2011, and we are still feeling the loss of our colleague, friend and community leader. His service to his patients was paramount, his love of his family was inspirational, and his devotion to Porter was unwavering. He touched us, challenged us, cared for us and inspired us to aspire to excellence without sacrificing compassion—we will miss him and we are better because of him.

Sincerely,

James L. Daily
James L. Daily
President

Community Health Programs

Lifeline Program

An in-home, emergency response system that gives you and your family members the confidence and freedom to enable you to live on your own. A simple press of your button puts you in touch with a caring Lifeline operator (standing by 24 hours a day, seven days a week) who finds out what kind of help you need. 388-8817.

Expectant Parents Class 6+1

This six-week series covers pregnancy, labor, birth, breathing/relaxation skills, care of the newborn, and family changes. Includes a 7th class, after babies are born, for parents and new babies together. Meets weekday evenings, 6:30-8:30 p.m. Pre-registration required.

Condensed Weekend Expectant Parents' Class

A weekend version of our 6-week course which meets two mornings in one weekend. Highlights pregnancy, labor, birth, breathing/relaxation skills. Meets 9:00 a.m.-1:00 p.m. Saturday and Sunday of one weekend. For complete 2012 schedule and dates, visit www.PorterMedical.org/outreach.html. Pre-registration required.

Breastfeeding Class

A two-hour evening class for new or expectant mothers to discuss the benefits of breastfeeding to mother and baby, deciding whether or not to breastfeed, returning to work, and more. Meets 6:30-8:30 p.m. For complete 2012 schedule and dates, visit www.PorterMedical.org/outreach.html. Pre-registration required.

Basic Diabetes Education Program

This 3-hour class is offered once a month for people with newly diagnosed diabetes and their family or people who need to brush up on their diabetes management. 388-4723

Living with Diabetes 101

A comprehensive diabetes self-management course to include nutrition, medications, monitoring, exercise, stress reduction and acute/chronic complications. 388-4723

First Aid/CPR Courses

American Heart Association CPR courses and basic First Aid taught by certified instructors. May be geared to specific requirements. 388-4723

Breast Cancer Screening Project

An in-house mammography program which offers reduced cost mammograms to eligible women living in our area. Workplace presentations regarding good breast health (self breast exam, clinical breast exam, and mammogram) are available. Lisa Burritt 388-4757

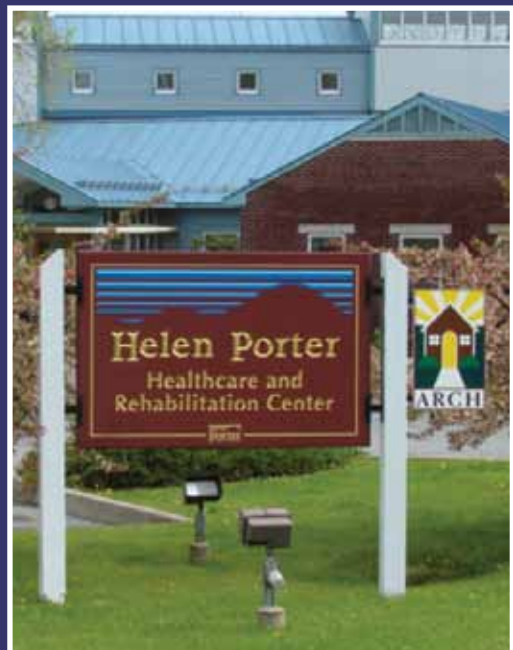




Helen Porter Healthcare and Rehabilitation Moves Forward with “Culture Change” Initiatives

During 2011, the staff of HPHRC moved forward with their efforts to implement programs and other improvements to promote their “culture change” initiative and enhance the overall experience for our residents. The introduction of a new “Namaste Program” last winter represented a significant step forward with these efforts. “Namaste” is an innovative seven-day-a-week program promoting meaningful activities for residents through a “loving touch” approach that enhances the lives of people with advanced dementia or who are at the end stage of any illness, by providing a peaceful, non-isolating environment that allows them to end their lives with dignity and tranquility.

HPHRC has experienced a steady and growing demand for their Memory Loss Program in recent years, and have pursued both facility improvements and programmatic changes to increase their capacity and, more important, change the environment to respond to the needs of this special group of residents. The Namaste Program was made possible through a grant from the “Enhancing the Quality of Life” initiative funded by the State of Vermont.



New Hospice Room Established by ARCH at Helen Porter

Working in collaboration with the Addison Respite Care Home (ARCH) board, Helen Porter added a new hospice room to the facility in the spring of 2011. The new ARCH Hospice Room exemplifies a new relationship that is a resource for local families who cannot care for their loved one at home during their final days, but who still want a space that offers comfortable surroundings not traditionally found in a nursing home or hospital. The new room is only part of the overall delivery of hospice services in our community. The actual hands-on care is provided by trained professionals from Helen Porter, Addison County Home Health and Hospice and Hospice Volunteer Services.

Eastview Welcomes First Residents

The long-anticipated opening of the Eastview at Middlebury retirement community occurred in October of 2011, with the first five residents moving into their cottages and a total of 11 cottages expected to be occupied by the spring of 2012—eventually there will be 30 cottages available on the site. The “Inn” building will include 32 independent living apartments, 19 residential care apartments and 18 units for people suffering with memory loss. By the summer of 2012, the Porter Medical Center campus will include a full continuum of services and facilities including hospital, nursing home (short and long term care) physician offices and, of course, the Eastview community.



Not-for-Profit Organization of the Year

At their 2011 annual meeting, the Addison County Chamber of Commerce awarded Helen Porter the “Organization of the Year” award in recognition of the services provided to the people of our region. HPHRC Administrator, Neil Gruber accepted this award on behalf of the entire staff and praised the employees of Helen Porter for their daily commitment to the residents and high quality, compassionate care.

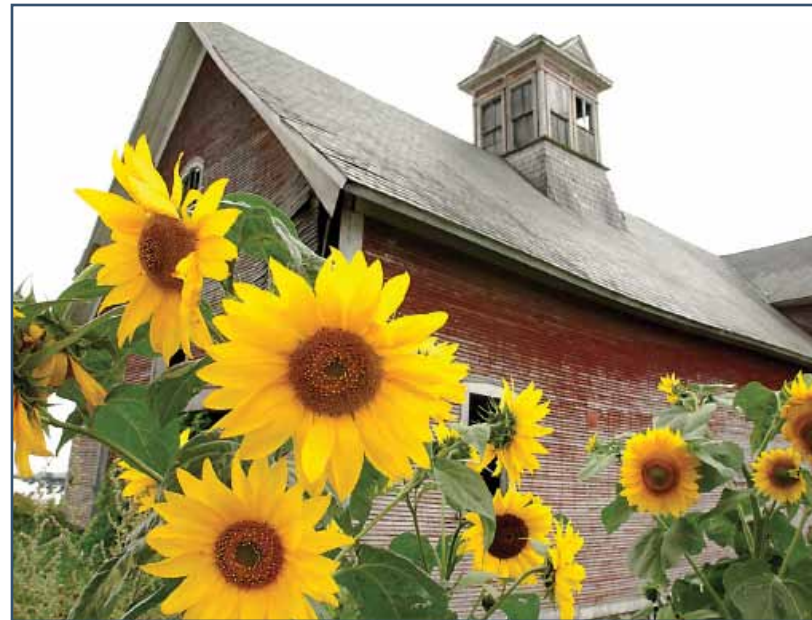
Gossens Receives Regional Trustee Award

Long-time and truly dedicated PMC board member, Gerry Gossens, was recognized by the New England Healthcare Assembly with their annual “Trustee Leadership Award” in December of 2011. Gossens has served with distinction on a variety of Porter boards and committees, and also has been an active volunteer and civic leader for other non-profit organizations and Vermont state boards. He exemplifies the incredible talent and commitment that is provided to Porter Medical Center by the many board members and volunteer leaders who provide invaluable service to our organization throughout the year.



Porter Hospital Introduces New Hospitalist Program

In October of 2011, Porter Hospital launched a new Hospitalist Program designed to provide the highest quality, coordinated and consistent inpatient care for individuals admitted to our Medical/Surgical Unit. The Porter program is similar to programs throughout Vermont and the United States, which involve hiring specialized physicians who focus exclusively on caring for hospitalized patients. The director of the program is Dr. Mario Capparuccini, who will be joined by long-time Porter physician Dr. Kevin Mulholland as the primary members of the team. In order to ensure coverage 365 days a year, a small number of other physicians have been identified who could fill in during vacations or unforeseen circumstances. Early responses to this program from patients and hospital staff have been overwhelmingly positive, and we are pleased to now offer this program for our hospital patients.



Implementation of Health Information System

In August of 2011, Porter Hospital went “live” with the first phase of our new Hospital Information System, and as we write this annual report, we are on the verge of going live with the next phase of implementation, including throughout our network of physician practices. This has been and continues to be the most challenging and complex project in the history of Porter Hospital, and promises to transform every aspect of our organization and significantly improve communication and the coordination of services for our patients.

Blueprint for Health

Porter Hospital is the lead organization in our region for activities related to the Vermont Blueprint for Health—a set of initiatives designed to improve the care for patients with chronic health conditions and, over time, reduce health care expenditures. The first year of our work under the Blueprint has focused on both the implementation of the computerized health information system and attaining certification as “Patient Centered Medical Homes” for most of our Porter Practice Management practices. We also have started to build our Blueprint “Community Health Team”, which will work with area providers to better serve patients and ensure that they have more support and information leading to better health outcomes.

Tapestry Midwifery Receives National Recognition

Our Tapestry Midwifery practice in Vergennes was recognized during 2011 by the American College of Nurse Midwifery for achieving “Best Practice” standards in four clinical areas. The purpose of the ACNM evaluation is to improve and maintain the quality of midwifery care provided to women and children by promoting awareness of these “best practices” on a nationwide basis and recognize providers who do outstanding work. We applaud the staff of Tapestry Midwifery for this significant achievement.

PMC Auxiliary Provides Generous Support

Every year, the Porter Medical Center Auxiliary and members of that board work tirelessly on fund-raising projects, events and other activities intended to raise money for community programs and projects at the hospital and nursing home. The Round Robin Upscale Resale Shop represents the largest fund-raising activity of the Auxiliary, and the volunteers who work there are truly dedicated and invaluable members of our Porter family. In 2011, the Auxiliary donated \$48,000 to support the Culture Change initiatives at Helen Porter and a variety of projects at the hospital. We are deeply grateful to the Auxiliary for their involvement and commitment to our community mission.



Members of the Brakeley family celebrate the improvements to “Libby’s Trail” – a handicapped accessible nature trail for residents of HPHRC – created in memory of Elizabeth Brakeley.

Boards of Directors - 2011

Helen Porter Healthcare and Rehabilitation Center

Linda Harmon, Chairperson
Elizabeth Markowski, Vice Chairperson
Amanda Burnham, Secretary/Treasurer
Dr. Diana Barnard, Medical Director HPHRC

James Daily, President
Nicholas Clifford
Lynn Coale
Betsy Gleason
Betsy Gossens
Ann Hanson
Joseph Sutton

Porter Hospital, Inc.

Kenneth Perine, Chairperson
Edwin Grant, Vice Chairperson
Sue Ritter, Secretary/Treasurer
James Daily, President
Dr. Diana Barnard
Peter DeGraff
Joan Donahue
Gerry Gossens
Ann Hanson
Dr. Michael Kiernan
Dr. Fred Kniffin
Dr. Benjamin Rosenberg
Robert Stetson
Joseph Sutton
Stephen Terry
Bill Townsend

Porter Management Services, Inc.

Ann Hanson, Chairperson
Edwin Grant, Secretary/Treasurer
James Daily, President
Betsy Gossens
Kenneth Perine

Porter Medical Center, Inc.

Ann Hanson, Chairperson
Bill Townsend, Vice Chairperson
Derek Hammel, Secretary/Treasurer
James Daily, President
Nicholas Clifford
Lynn Coale
Marilyn DeLaney
Michael Fernandez
Robert Foster
Betsy Gleason
Betsy Gossens
Edwin Grant
Linda Harmon
Jessica Holmes
Dr. Fred Kniffin
Elizabeth Markowski
Maynard McLaughlin
Patrick Norton
Kenneth Perine
Dr. Benjamin Rosenberg
Joseph Sutton
Stephen Terry

James Daily, President
Dan Arseneau, Vice President of Human Resources
Jean Cotner, Vice President of Porter Practice Management
Neil Gruber, Administrator of Helen Porter Healthcare and Rehabilitation Center
Ron Hallman, Vice President of Public Relations and Development
Pat Jannene, Vice President of Patient Care Services
Marilyn Olejnik, Chief Financial Officer



STATEMENT OF OPERATIONS Preliminary and Tentative Figures

	FY 2011 Porter Hospital	FY 2011 Helen Porter Nursing Home
REVENUE		
Net Patient revenue	\$56,650,000	\$9,117,000
Other revenue	1,810,000	48,700
Net Assets Released	79,000	31,400
Net Operating Revenue	58,539,000	9,197,100
EXPENSES		
Operating expenses	54,085,000	8,886,600
Interest	314,000	64,800
Depreciation	3,431,000	307,600
Total Operating Expenses	57,830,000	9,259,000
Operating Gain (Loss)	709,000	(61,900)
Non-operating revenue	1,749,000	5,000
Net Income (loss) before taxes	2,458,000	(56,900)
Operating Margin	1.2%	(0.6%)
Excess of Revenue over Expense	4.2%	(0.6%)

PRACTICE ACTIVITY

	FYE 2011 VISITS	FY 2010 VISITS
Middlebury Pediatric and Adolescent Medicine	12,322	12,394
Little City Family Practice	15,733	16,948
Addison Family Medicine	15,713	14,457
Neshobe Family Practice	11,950	10,043
Porter Internal Medicine	7,774	6,094
Porter ENT	4,766	4,845
Porter Cardiology	3,377	2,068
Addison Associates in OB/GYN	7,971	6,312
Tapestry Midwifery	1,956	1,906
Bristol Internal Medicine	6,084	5,046
Partners in Palliative and Home Care	2,198	2,662



Vital Statistics

	FY 2011 PH	FY 2011 HPNH
Number of beds	25	105
Total patient/resident days	5,457	34,429
Average Census	15	94.3
Average acute length-of-stay	3.1 days	
Average total length-of-stay	2.9 days	
Emergency department visits	15,538	
Inpatient surgical procedures	553	
Outpatient surgical procedures	3,282	

2011 Active Medical Staff

Rebecca Adams, M.D. Family Practice
 Kristofer Anderson, M.D. Otolaryngology
 Jean Andersson-Swayze, M.D. Family Practice
 Bradford Armstrong, M.D. Internal Medicine
 Alan D. Ayer, M.D. Obstetrics/Gynecology
 Diana L. Barnard, M.D. Family Practice/Palliative
 William D. Barrett, M.D. Family Practice
 Eric Benz, M.D. Orthopedics
 Timothy D. Bicknell, M.D. Family Practice
 Marian D. Bouchard, M.D. Family Practice/Obstetrics
 Scott Bowen, D.M.D., M.D. Oral & Maxillofacial Surgery
 Johana K. Brakeley, M.D. Development & Behavioral
 Pediatrics
 Brian Calhoun, M.D. Anesthesiology
 Mario Capparuccini, M.D. Hospitalist
 Carl W. Cobb, M.D. Radiology
 Allan P. Curtiss, Jr., M.D. Internal Medicine/Cardiology
 Morris Earle, Jr., M.D. Pediatrics
 William J. Eichner, M.D. Ophthalmology
 Gamal Eltabbakh, M.D. Gynecologic Oncology
 Dedra Flynn, M.D. Pediatrics
 Bradbury Fuller, M.D. General and Vascular Surgery
 Eileen Doherty Fuller, M.D. Family Practice/Pediatrics
 Gretchen Gaida Michaels, M.D. Internal Medicine
 Michael Graham, M.D. Family Practice
 Amy Gregory, M.D. Ophthalmology
 Maureen L. Harmon, M.D. Pathology
 Naomi Hodde, M.D. Internal Medicine
 Mark R. Hoffman, M.D. Family Practice
 Anders Holm, M.D. Otolaryngology
 Kevin L. Ianni, M.D. Anesthesiology
 Robert C. Jimerson, M.D. Psychiatry
 Tawyna Kiernan, M.D. Pediatrics
 Dayle G. Klitzner, M.D. Family Practice
 Stephen M. Koller, M.D. Radiology
 Linn M. Larson, M.D. Family Practice/Obstetrics
 Lynn Lughinbuhl, M.D. Pediatrics/Infectious Diseases
 Andrew Mahoney, M.D. Urology
 James A. Malcolm, III, M.D. Obstetrics/Gynecology
 Jack L. Mayer, M.D. Pediatrics
 Kate McIntosh, M.D. Pediatrics
 Peter A. Miller, D.P.M. Podiatry
 Pauline Mills, M.D. Pediatrics
 Kevin Mulholland, M.D. Hospitalist
 W. Mark Peluso, M.D. Family Practice/Sports Medicine
 Carl B. Petri, M.D. General & Vascular Surgery
 Elke Pinn, M.D. Anesthesiology

William Porter, M.D. Family Practice/Palliative
 Daniel Raabe, M.D. Cardiology
 Benjamin N. Rosenberg, M.D. Orthopedic Surgery/
 Sports Medicine
 Family Practice
 Jessica Rouse, M.D. Pediatrics
 Michael Seaton, M.D. Internal Medicine
 Alison Schneider, M.D. Family Practice
 Scott Smith, M.D. Internal Medicine
 Mattie Towle, M.D. Obstetrics/Gynecology
 David Turner, M.D. Obstetrics/Gynecology
 Katherine Wagner, M.D. Family Practice
 Laura Weylman, M.D. Family Practice
 Carrie C. Wulfman, M.D. Family Practice
 Jeffrey S. Wulfman, M.D. Family Practice
 John Young, M.D. Psychiatry
 Maja R. Zimmermann, M.D. Family Practice

2011 Emergency Services Staff

Active Status:
 Michael Kiernan, M.D. Medical Director
 Fred W. Kniffin, M.D.
 Lucy McKeon, M.D.
 Robert D. Pitts, M.D.
 Jessica Racusin, M.D.
 Amanda Young, M.D.
 Thomas W. Yurista, M.D.

Consulting Status:
 Geoffrey R. Knisely, M.D.
 Glen R. Lovejoy, M.D.
 William J. Nowlan, M.D.
 George Terwilliger, M.D.
 Jessica Wagener, M.D.

2011 Consulting Staff

Michael Abajian, M.D. Anesthesiology
 Margaret Bolton, M.D. Psychiatry
 Charles Bowen, M.D. Oral and Maxillofacial Surgery
 Ed Clark, M.D. Family Practice
 A.T. Colley, M.D. Internal Medicine/Gastroenterology
 Douglas L. Dier, M.D. Internal Medicine/Rheumatology
 Jennifer FauntLeRoy, M.D. Psychiatry
 Christopher Fukuda, M.D. Urology
 Lorri Carmel Golin, M.D. Psychiatry
 Jeanne Greenblatt, M.D. Pediatrics
 Richard Grunert, M.D. Urology
 Walter D. Gundel, M.D. Cardiology
 Carl Jay Gutierrez, M.D. Anesthesiology
 John Christian Higgins, M.D. Cardiology
 Steffen Hillemann, M.D. Cardiology
 Janet Kirwan, M.D. Cardiology
 Adam Kunin, M.D. Cardiology
 Joseph Lasek, M.D. Psychiatry
 Todd Lefkoe, M.D. Spineworks/Rehab
 Robin Lessoff, M.D. Psychiatry
 Richard D. Lovett, M.D. Radiation Oncology
 Johannes C. Nunnink, M.D. Internal Medicine/Oncology
 Patricia A. Pisanelli, M.D. Thoracic/Vascular Surgery
 Wendie Puls, M.D. Family Practice
 Andres Roomet, M.D. Neurology
 Dennis A. Sanders, M.D. Oncology
 Stanley M. Shapiro, M.D. Cardiology
 Emmanuel Soultanakis, M.D. Gynecologic Surgery
 Christian Thomas, M.D. Oncology
 Paul S. Unger, M.D. Oncology/Hematology
 Waqar Waheed, M.D. Neurology
 Joseph Winget, M.D. Cardiology
 Cheung Wong, M.D. Gynecologic Oncology

2011 Affiliated Staff

Lisa Alexander, M.D. Ophthalmology
 Scott R. Anderson, M.D. Pathology
 Teimuraz Apridonidze, M.D. Hospitalist
 Donald Bicknell, M.D. General Medicine
 Bartholomew Bonazinga, M.D. Cardiology
 Cameron C. Brown, M.D. Orthopedic Surgery
 James Fitts, M.D. Cardiology

Andre Giannakopoulos, M.D. Hospitalist
 Andrea Green, M.D. Pediatrics
 Breena Holmes, M.D. Pediatrics
 Lewis Holmes, M.D. Family Practice
 Alexandra Kalof, M.D. Pathology
 Susan MacLennan, M.D. Plastic Surgery
 Virginia McDougall, M.D. Surgery
 John M. McPartland, D.O. Family Practice
 Stephen J. Merena, D.P.M. Podiatry
 Sharon L. Mount, M.D. Pathology
 Laurie Spaulding, M.D. General Surgery
 Jaspinder Sra, M.D. Hospitalist
 Marie Zagroba, M.D. Anesthesiology

2011 Honorary Staff

John Carlson, D.M.D.
 Ray W. Collins, Jr., M.D.
 Timothy Cope, M.D.
 Alan Covey, M.D.
 Wilton W. Covey, M.D.
 William Fifield, M.D.
 David Henderson, M.D.
 William F. Ural, M.D.



Board Members, Financial Data & Medical Staff



2011 Allied Health Professional Staff

Emergency Services

Marty Allen, PA-C
 Michael Korezykowski, PA-C
 Marjorie Gewirz, PA-C
 Hylah Patton, PA-C
 Andrea Rickards, PA-C
 Cleveland Rickards, PA-C
 Jessica Schwartz, PA-C
 Jennifer Cyr Tinsman, PA-C
 Capt. Christopher Winner, PA-C

Family Practice

Thomas Beaugard, PA-C also ER
 Christin Bland, FNP
 Maria Collette, PA-C
 Laurel Kelliher, NP
 Patricia Lewis, NP also IM
 Leslie G. Orelup, FNP also ER/Palliative
 Alison Parker, FNP
 Laura Wilkinson, FNP
 Alison Wurst, NP

Certified Registered Nurse Anesthetist

Eric Berg, CRNA
 Joann Cook, CRNA
 Deborah Norris, CRNA
 Mark Palmer, CRNA
 Nicole Stone, CRNA
 Robert Tillson, CRNA

Specialty

Robert W. Hartenstein, AuD, MS	Audiology
Heather Brown Kidde	Certified Nurse Midwife
Anita Onofrio	Certified Nurse Midwife
Martha Redpath	Certified Nurse Midwife
Susan Allen-Hooper, ANP	Oncology
Christine Suratt, NP	Oncology
George Connelly, PA-C	Orthopedics
Trina Wilson, PA-C	Orthopedics, also ER
Gordon Schaedel, PA-C	Urology
Cassandra Thibault, APRN	Urology
Augustus Jordan, PhD	
Xemena Mejia, PhD	

2011 Crisis Care Worker Staff

Paul Caron
 Douglas Clark Corey
 Marian Greenberg
 Gregory Mairs
 Mark Mumford
 Jeff Murawski
 Annamarie Schrader
 Pamela Randall Smith
 Corinna Stewart
 Alison Underwood
 Marc Werner-Gavrin

Porter Medical Center

The Mission of Porter Medical Center, and its subsidiary companies, is to improve the health status of those served.

The organization will:

- * Treat and care for the sick and injured;
- * Provide, in cooperation with the community, as appropriate, a continuum of health services including out patient services, rehabilitation, long-term care, and wellness/prevention programs;
- * Ensure the delivery of high quality care available to all without regard to their ability to pay;
- * Serve as a leader and catalyst in helping to determine, and provide for, the health needs of the community, while remaining a financially healthy organization.



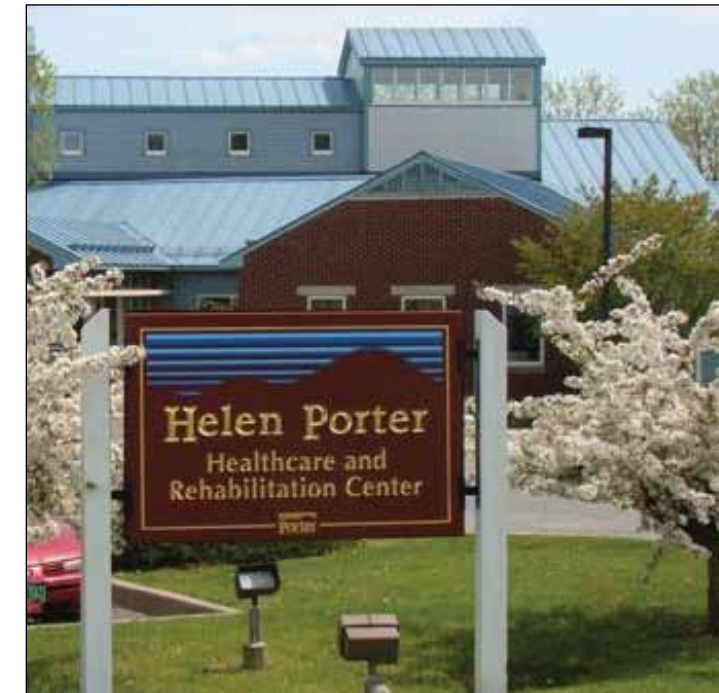
Helen Porter Healthcare and Rehabilitation Center

Our Vision

We envision a safe and caring environment, which fosters both positive relationships and a sense of community. We envision a home filled with love, dignity and quality care. We envision working together as a team and ensuring a sense of collaboration and open communication, where every person is valued and supported as an individual and as a member of a larger community.

Our Mission

To promote the swift recovery of those needing rehabilitation and to be a true home for those staying here longer.



Porter

Medical Center



115 Porter Drive, Middlebury, Vermont
www.portermedical.org