The text in this Annual Report comes from “Employee Excellence” nominations sent to Porter by former patients or staff colleagues.

Porter Medical Center Board Of Directors

Dr. Kristofer Anderson  Ann Hanson  Patrick Norton
Mary Jane Broughton  Linda Harmon  Kenneth Perine
Carole Cummings  Jessica Holmes  Susan Ritter
James Daily  Holmes Jacobs  Dr. Benjamin Rosenberg
Peter DeGraff  Dr. Michael Kiernan  Robin Scheu
Kim Downs-Burns  Dr. Fred Kniffin  Joseph Sutton
Missy Foote  Dr. Linn Larson  Stephen Terry
Betsy Gleason  Elizabeth Markowski  Bill Townsend
Gerry Gossens  Dr. Kate McIntosh  Dr. Carrie Wulfman
Edwin Grant  Maureen McLaughlin
Delivering excellent health care and services to our patients and residents every single day is at the heart of the mission of Porter Medical Center. To accomplish this mission requires the contribution of many individuals who work or volunteer in our hospital, rehabilitation center or our physician/provider practices—both clinical and non-clinical—all pulling together to improve the health of our community.

Although doing excellent work to care for those in your community is its own reward, Porter Medical Center also has a formal program which allows patients or staff colleagues to recognize individual employees for “going above and beyond” and demonstrating their commitment to excellence.

We receive many of these “recognitions” annually…and we list these employees by name in our monthly employee newsletter and place their photographs on the wall of our hospital lobby to acknowledge their efforts.

This year, we are dedicating our annual report to our Porter Medical Center employees in honor of the thousands of acts of caring, kindness and excellence that they perform throughout the year; and we have selected a small sampling of these “formal acknowledgements” to publish in this annual report along with photos of some of the employees who were recognized in 2013.

We hope you enjoy this glimpse into the work of Porter Medical Center and the people who work behind the scenes to provide and promote excellent health care services here in our community.

Sincerely,

James L. Daily
President
The Lab
Michelle Brutkoski

“As a tech I am always working in a vortex of conflicting responsibilities pulling me in many ways. Michelle is an anchor of sanity in the storm. I know that I can count on her to get me the sample or information I need to perform my job. Michelle is a ‘STAR’ in the lab.”
- Christine Peters

Accounting
Cathy Fowler

“As the expert for Healthcare Insights, Cathy has worked endless hours to provide support to Department Managers with the budget process. Her knowledge and thoughtful approach to problems make her a great resource to her colleagues.”
- Sue Spitzner
Information Technology
Chris LaPointe

“Chris has been very helpful and informative with computer problems and issues at Addison Family Medicine. He is always happy to help and is very thorough when explaining the problem. He is also great about getting back to you with an answer. I greatly appreciate all he does.”

- Mary Buxton

Nurses - Main Floor
Erica Bedell
“With a very busy day, Erica worked as charge, unit clerk and took a patient. All this while being a resource person to all the other staff working.”

Margaret Steggerda
“Night nurses have nothing to worry about when Margaret is supervising. She always has your back, can jump in and help with any task and is an excellent teacher. We are lucky to have her!”

- Emily Zolten
Porter Practice Management
Stacey Dwire

“Stacey came to our office and has been a great influence on all of us. Her kindness, generosity and “going the extra mile for her employees” is wonderful.

We have become a family again. Stacey never gets stressed when facing challenging situations. She is a great mom and wonderful boss.”

- Sally Pagano

Radiology
Amy Wooster

“I had a CAT scan yesterday performed by Amy and I just wanted to make sure she is recognized for her competence and friendly bedside manner. Even though I wasn’t especially nervous she explained every step of the process and went out of her way to make me feel comfortable.

I am sure she makes everyone feel good and that is so important. It really made my day. I have always noticed how caring the folks at Porter have been.”

- A Former Patient
Physical Therapy
Carol Sweeney

“Carol will do anything she is asked to do and does it with a smile on her face and a great attitude. With difficult tasks, Carol has a can-do attitude and takes everything in stride.

She is a member of many committees at the hospital, has a role in the computer system and is able to help me with whatever I ask her to do.”

- Doreen Kadric

Pharmacy
Eric Shubert

“Eric was a tremendous help to me in the pharmacy on a Friday afternoon and the following Saturday (not a scheduled day for him in the pharmacy). His willingness to work on a problem/task until it is fixed/completed I greatly appreciate.”

- Sarah Sparks

Sue Pratt

“Thank you Sue for being a team player and staying late to help with blister packing. You are a true asset to the hospital.”

- Anna Hunt

Cheryl Clark

“Cheryl always does above and beyond what is expected. She is highly organized and a pleasure to work with.”

- Anna Hunt
Environmental Services
Steve Kozma
I think Steve is the epitome of an engaged, positive employee. He is upbeat, friendly and always acknowledges those he interacts with. His presence continues to make me smile!”
- Betsy Benton

LSS
Lyndsie Gaboriault
“Lyndsie spear-headed the LSS go live for Addison Assoc. which has thus far been quite a success. I applaud and appreciate Lyndsie and the rest of our outstanding LSS team, including Laura Matthews and Lisa Quesnel, for all of their hard work.”
- Dr. Kate Wagner

Porter Practice Management
Danielle Denis
“Danielle puts an extreme amount of time and effort into scheduling surgeries and making sure patients are comfortable with wait times. Even taking the time to come in on her day off…wonderful!”
- Megan Quesnel
Provider
Dr. Emily Glick

“Dr. Glick recently made a house call to my home for my (recently moved in) mother-in-law, 97, as she was having difficulties and it would have been a hardship to get her to BIM. Dr. Glick was warm and thorough with us. Our whole family appreciates her high level of care!”

- Abby Hummel

HPNH

Erica Godin

“Erica, a nurse at HPHRC, along with Michelle Wright, another nurse at HP, collaborated with ARCH board members to present at the annual VHCA Convention in Burlington. They were professional, articulate and passionate about the end of life care being provided at Helen Porter. They demonstrated how essential teamwork, expertise and compassion are in delivering the best care possible.”

- Laurie Borden
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 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 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. Joan Guertin 388-4757
2013 Active Medical Staff

Kristofer Anderson, M.D  
Bradford Armstrong, M.D.  
Alan D. Ayer, M.D.  
William D. Barrett, M.D.  
Anna Benvenuto, M.D.  
Eric Benz, M.D.  
Timothy D. Bicknell, M.D.  
Marian D. Bouchard, M.D  
Scott Bowen, D.M.D., M.D.  
Johana K. Brakeley, M.D.  
Brian Calhoun, M.D.  
Mario Capparuccini, M.D.  
Carl W. Cobb, M.D.  
Michael Csaszar, M.D.  
Allan P. Curtiss, Jr., M.D.  
Morris Earle, Jr., M.D.  
Gamal Etabbakh, M.D.  
Dedra Flynn, M.D.  
Karen Fromhold, M.D.  
Bradbury Fuller, M.D.  
Eileen Doherty Fuller, M.D.  
Gretchen Gaida Michaels, M.D.  
Emily Glick, M.D.  
Michael Graham, M.D.  
Amy Gregory, M.D.  
Maureen L. Harmon, M.D.  
Naomi Hodde, M.D.  
Mark R. Hoffman, M.D.  
Anders Holm, M.D.  
Daniel Huber, M.D.  
Deborah Huber, M.D.  
Robert C. Jimerson, M.D.  
Jennifer Kaufman, M.D.  
Tawyna Kiernan, M.D.  
Dayle G. Kitzner, M.D.  
Stephen M. Koller, M.D.  
Linn M. Larson, M.D.  
Lynn Luginbuhl, M.D.  
Andrew Mahoney, M.D.  
James A. Malcolm, III, M.D.  
Jack L. Mayer, M.D.  
Kate McIntosh, M.D.  
Peter A. Miller, D.P.M.  
Laura Panto, M.D.  
W. Mark Peluso, M.D.  

Otolaryngology  
Internal Medicine  
Obstetrics/Gynecology  
Family Practice  
Obstetrics/Gynecology  
Orthopedics  
Family Practice  
Family Practice/Obstetrics  
Oral & Maxillofacial Surgery  
Development & Behavioral Pediatrics  
Anesthesiology  
Hospitalist  
Radiology  
Family Practice  
Internal Medicine/Cardiology  
Pediatrics  
Gynecologic Oncology  
Pediatrics  
Family Practice  
General and Vascular Surgery  
Family Practice/Pediatrics  
Internal Medicine  
Family Practice  
Family Practice  
Ophthalmology  
Pathology  
Internal Medicine  
Family Practice  
Otolaryngology  
Family Practice  
Family Practice  
Psychiatry  
Family Practice  
Pediatrics  
Family Practice  
Radiology  
Family Practice/Obstetrics  
Pediatrics  
Pediatrics/Infectious Diseases  
Urology  
Obstetrics/Gynecology  
Pediatrics  
Pediatrics  
Pediatrics  
Family Practice/Sports Medicine  

2013 Emergency Services Staff

Active Status

Carl B. Petri, M.D.  
Elke Pinn, M.D.  
Daniel Raabe, M.D.  
Benjamin N. Rosenberg, M.D.  
Jessica Rouse, M.D.  
Michael Seaton, M.D.  
Cynthia Smith, M.D.  
Scott Smith, M.D.  
David Turner, M.D.  
Katherine Wagner, M.D.  
Laura Weylman, M.D.  
Lynn Wilkinson, M.D.  
Carrie C. Wulfman, M.D.  
John Young, M.D.  
Maja R. Zimmermann, M.D.  

General & Vascular Surgery  
Anesthesiology  
Cardiology  
Orthopedic Surgery/Sports Medicine  
Family Practice  
Pediatrics  
Internal Medicine  
Family Practice  
Obstetrics/Gynecology  
Obstetrics/Gynecology  
Family Practice  
Internal Medicine  
Family Practice  
Psychiatry  
Family Practice

Consulting Status: (ER)  
Medical Director

Affiliated Status: (ER)

William J. Nowlan, M.D.  
Geoffrey Knisely, M.D.  
Jessica Wagener, M.D.
### 2013 Consulting Staff

<table>
<thead>
<tr>
<th>Name</th>
<th>Specialties</th>
</tr>
</thead>
<tbody>
<tr>
<td>Margaret Bolton, M.D.</td>
<td>Psychiatry</td>
</tr>
<tr>
<td>Charles Bowen, M.D.</td>
<td>Oral and Maxillofacial Surgery</td>
</tr>
<tr>
<td>Ed Clark, M.D.</td>
<td>Family Practice</td>
</tr>
<tr>
<td>A.T. Colley, M.D.</td>
<td>Internal Medicine/Gastroenterology</td>
</tr>
<tr>
<td>Douglas L. Dier, M.D.</td>
<td>Internal Medicine/Rheumatology</td>
</tr>
<tr>
<td>Lorri Carmel Golin, M.D.</td>
<td>Psychiatry</td>
</tr>
<tr>
<td>Jeanne Greenblatt, M.D.</td>
<td>Psychiatry</td>
</tr>
<tr>
<td>Richard Grunert, M.D.</td>
<td>Urology</td>
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<tr>
<td>Steffen Hillemann, M.D.</td>
<td>Cardiology</td>
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<tr>
<td>Janet Kirwan, M.D.</td>
<td>Cardiology</td>
</tr>
<tr>
<td>Joseph Lasek, M.D.</td>
<td>Psychiatry</td>
</tr>
<tr>
<td>Todd Lefkoe, M.D.</td>
<td>SpineWorks/Rehab</td>
</tr>
<tr>
<td>Robin Lessoff, M.D.</td>
<td>Psychiatry</td>
</tr>
<tr>
<td>Johannes C. Nunnink, M.D.</td>
<td>Internal Medicine/Oncology</td>
</tr>
<tr>
<td>Andres Roomet, M.D.</td>
<td>Neurology</td>
</tr>
<tr>
<td>Dennis A. Sanders, M.D.</td>
<td>Oncology</td>
</tr>
<tr>
<td>Stanley M. Shapiro, M.D.</td>
<td>Cardiology</td>
</tr>
<tr>
<td>Paul S. Unger, M.D.</td>
<td>Oncology/Hematology</td>
</tr>
<tr>
<td>Waqar Waheed, M.D.</td>
<td>Neurology</td>
</tr>
<tr>
<td>Joseph Winget, M.D.</td>
<td>Cardiology</td>
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<tr>
<td>Cheung Wong, M.D.</td>
<td>Gynecologic Oncology</td>
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</tbody>
</table>

### 2013 Affiliated Staff

<table>
<thead>
<tr>
<th>Name</th>
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</thead>
<tbody>
<tr>
<td>Jean Anderson Swayze, M.D.</td>
<td>Family Practice</td>
</tr>
<tr>
<td>Lisa Alexander, M.D.</td>
<td>Ophthalmology</td>
</tr>
<tr>
<td>Scott R. Anderson, M.D.</td>
<td>Pathology</td>
</tr>
<tr>
<td>Teimuraz Apridonidze, M.D.</td>
<td>Hospitalist</td>
</tr>
<tr>
<td>Diana Barnard, M.D.</td>
<td>Family Practice/ Palliative</td>
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<tr>
<td>Bartholomew Bonazinga, M.D.</td>
<td>Cardiology</td>
</tr>
<tr>
<td>Cameron C. Brown, M.D.</td>
<td>Orthopedic Surgery</td>
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<tr>
<td>Robert Cochrane, M.D.</td>
<td>Hospitalist</td>
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<tr>
<td>James Fitts, M.D.</td>
<td>Cardiology</td>
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<tr>
<td>Breena Holmes, M.D.</td>
<td>Pediatrics</td>
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<tr>
<td>Lewis Holmes, M.D.</td>
<td>Family Practice</td>
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<tr>
<td>Alexandra Kalof, M.D.</td>
<td>Pathology</td>
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<tr>
<td>Richard Lovett, M.D.</td>
<td>Radiation Oncology</td>
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<tr>
<td>Susan MacLennan, M.D.</td>
<td>Plastic Surgery</td>
</tr>
<tr>
<td>Lucy McKeon, M.D.</td>
<td>Family Practice</td>
</tr>
<tr>
<td>Stephen J. Merena, D.P.M.</td>
<td>Podiatry</td>
</tr>
<tr>
<td>Sharon L. Mount, M.D.</td>
<td>Pathology</td>
</tr>
<tr>
<td>Edinrin Obasare, M.D.</td>
<td>Hospitalist</td>
</tr>
<tr>
<td>Will Porter, M.D.</td>
<td>Family Practice</td>
</tr>
<tr>
<td>Wendie Puls, M.D.</td>
<td>Internal Medicine</td>
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</tbody>
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### 2013 Honorary Staff

- Donald Bicknell, M.D.  
- 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 Eichner, M.D.  
- William Fifield, M.D.  
- David Henderson, M.D.  
- Kevin Ianni, M.D.  
- Glen Lovejoy, M.D.

### 2013 Allied Health Professional Staff

- Emergency Services  
- Michael Korczykowski, PA-C  
- Hylah Patton, PA-C  
- Cleveland Rickards, PA-C  
- Dorothy vanGerbig, PA-C  
- Alison Wurst, NP
2013 Medical Staff
continued

Family Practice
Thomas Beauregard, PA-C also ER; Hospitalist
Christin Bland, APRN
Maria Cabri, APRN
Maria Collette, PA-C
Robin Frantz, APRN
Laurel Kelliher, APRN
Leslie G. Orelup, APRN HPHRC
Alison Parker, APRN

Certified Registered Nurse Anesthetist
Eric Berg, CRNA
Joann Cook, CRNA
Deborah Norris, CRNA
Mark Palmer, CRNA
Nicole Stone, CRNA
Robert Tillson, CRNA

Internal Medicine
Patricia Lewis, APRN
Laura Wilkinson, APRN

Certified Nurse Midwife
Eve Hadley, CNM Obstetrics/Gynecology
Heather Brown Kidde, CNM Obstetrics/Gynecology
Anita Onofrio, CNM Obstetrics/Gynecology
Martha Redpath, CNM Certified Nurse Midwife

Specialty
Brian Collins, DDS Pediatric Dentistry
Robert W. Hartenstein, AuD, MS Audiology
Lauren MacNee, PA-C Oncology
Mohamad Moussawi, PA-C Oncology
Luc Dupuis, PA-C Orthopedics
Trina Wilson, PA-C Orthopedics
Sarah Zimmermann, PA-C Urology
Augustus Jordan, PhD Counseling
Xemena Mejia, PhD Counseling
Virginia Logan, PhD Counseling

2013 Emergency Team Clinicians
Brian Ashley
Paul Caron
Douglas Clark Corey
Marian Greenberg
Gregory Mairs
Jeff Murawski
Annamarie Schrader
Corinna Stewart
Alison Underwood
Emily Van Mistri
Porter Medical Center, Inc. and Subsidiaries
Condensed Statement of Operations

Operating Revenues:
Patient Service revenue, net of contractual adjustments and discounts 77,793 74,471 3,322
Less: Provision for bad debts 3,971 4,842 871
Net patient service revenue 73,822 69,629 4,193
Other operating revenue 5,477 2,208 3,269
Total Operating Revenues 79,299 71,837 7,462

Operating Expenses:
Professional care of patients 42,789 41,085 1,731
General and administrative 27,143 27,414 (271)
Health care improvement tax 4,234 4,086 148
Depreciation and amortization, and interest 5,494 5,550 (56)
Total Operating Expenses 79,660 78,108 1,552
Income (Loss) from Operations (361) (6,271) 5910

Non-operating revenues & expenses
Contribution income 302 276 26
Investment income 519 563 (44)
Other program income, net 2,715 2,292 423
Total Non-Operating Revenue & Expenses, Net 3,536 3,131 405
Excess (Deficiency) of Revenues Over Expenses 3,175 (3,140) 6,315

Helen Porter Healthcare and Rehabilitation Center
Sources of Revenue by Payor FY 2013

Blue Cross 28%
Commercial 11%
Self-Pay 2%
Other 3%
Medicare 39%
Medicaid 17%

Professional Care of Patients 51%
Depreciation/Interest Expense 3%
Administrative and Fiscal Services 24%
Health Care Improvement Tax 5%
Operating Margin -2%
Provision for Bad Debts -1%
General Services 10%
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 outpatient 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

Providing healthcare to people of all ages with compassion and excellence.