The Newsletter of Mt. Ascutney Hospital and Health Center

Peak Health

Fall/Winter 2021





As opioid-related deaths rise nationwide during the coronavirus pandemic, Vermont has had 100 opioid overdose fatalities between January and August, 2020. Windsor County, with 21 deaths, has experienced the highest number of any Vermont county. In order to save lives from the local opioid crisis, we are offering rapid access to Medication Assisted Treatment (MAT) for people who arrive in the Emergency Department after an overdose or simply seeking help for an opioid use disorder. To provide this care, known

as MAT Induction, we are working with Connecticut Valley Addiction Recovery (CVAR), an addiction treatment center in Windsor. In addition, MAHHC and CVAR are collaborating with the Vermont Department of Health to distribute the nasal-spray naloxone (Narcan) for free to the public. Narcan is a life-saving drug that can reverse the effects of an opioid overdose when administered in time, while MAT is the use of medications such as Suboxone in combination with counseling to help people sustain recovery from substances.

Get free Naloxone. Be ready to save lives. Our Emergency Department offers Naloxone nasal spray free to anyone 12 and older. You can get Naloxone safely and anonymously. You just fill out a simple form, without using your name, to help us understand more about substance use in Vermont. Watch our video on MAT: tinyurl.com/ykx5nptj



A Mighty Good Fellowship. Congratulations, Dr. Rick Marasa!

Dr. Rick Marasa, who has demonstrated leadership in the area of Addiction Medicine, has recently been awarded a Fellowship with the American Society of Addiction Medicine. This designation follows his work and contributions over the past two years as an ASAM member and certification by the American Board of Addiction Medicine, the American Board of Preventative Medicine, and the American Board of Psychiatry and Neurology in Addictions Psychiatry.





IMPROVING SUBSTANCE

USE DISORDER CARE

At the Turning Point Recovery Center of Springfield, Vermont's 2021 Recovery Gala, Dr. Joseph Perras was awarded the CERTIFICATE OF EXCELLENCE: SYSTEMIC IMPROVEMENT, recognizing individuals or organizations whose work has directly contributed to systems level change in the quality, quantity, effectiveness, or availability of services or resources to treat substance use disorders (SUD) in the community.

Melanie Sheehan was awarded the CERTIFICATE OF EXCELLENCE: INNOVATION, recognizing an individual or organization whose thinking, advocacy, and/or action have led to new approaches, initiatives, or availability of SUD resources in the community.

Dr. Leesa Taft was awarded an Honorable Mention in celebration of her efforts in 2021, reflecting positively on the work of the entire Medical Staff under both her and Dr. Marasa's leadership for their contributions to receiving this recognition.

SAY HELLO TO HOSPITALIST THERESA BRISSON, FNP-C

Nurse Practitioner Theresa Brisson is one of our newest Hospitalists, providing medical care to acutely ill patients of all ages. She is a 2018 graduate of Simmons College with a Master of Science in Nursing, Family Nurse Practitioner, and received her Bachelor of Science in Nursing from the University of Massachusetts Lowell in 2011. She previously served as a Nurse Practitioner at the New Hampshire Neurospine Institute, and as a Family Nurse Practitioner at Wright & Associates Family Healthcare in Amherst, NH. Before that, she was a registered nurse at the Children's Hospital at Dartmouth Hitchcock (CHaD) and at Dartmouth-Hitchcock Medical Center. Dr. Joseph Perras, CEO and Chief Medical Officer at MAHHC, says that Brisson brings "an impressive set of skills and experiences to her work at the Hospital. We're delighted to

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welcome her."

Communication is everything. The course of the COVID-19 pandemic has made this fact incredibly clear to all of us at MAHHC. We have successfully protected your health and that of our community thanks to constant communication with staff, patients, community leaders, and neighbors. Communication makes cooperation easier, and we all need each other.

Speaking of those we need, I want to credit our clinical staff first and foremost with getting us through these challenging months. Physicians, Physician Assistants, Nurse Practitioners, Nurses and others are the glue that holds us together. As both an administrator and our Chief Medical Officer, I know first-hand that while administrators can come up with many great ideas, it is with providers where the rubber hits the road.

I also want to commend the rest of our staff for stepping up when needed to solve problems and be there for our patients. Every role here is indispensable. (See our special COVID-19 response section on pages 8-15.) Additionally, I'm grateful for the focused, dedicated work of the state of Vermont, whose leadership of COVID-19 response at every level made our jobs clear.

Our System partners at Dartmouth-Hitchcock Health have provided us with valuable guidance and resources. And thanks to our communities for your understanding and unflagging support. Operating a small, community hospital during a crisis (and at any time) is truly a team effort, and I consider you part of our team.

As Vermont has seen high levels of COVID-19 cases over the past few months, we recognize that there's still work to do, and precautions to take. We know that when the worst is past, life won't be quite like it was before COVID-19. The lessons we've learned will be with us always. Whatever new challenges may come, you can count on us to communicate quickly and clearly with you. Thanks to our amazing staff and your support, we are in a very strong place to deal with anything



Joseph Perras, MD
President and CEO, Chief Medical Officer

Great Care Stands Out:Meet our Daisy/P.E.T.A.L.S. Winners!

In 2020, we launched the Daisy/ P.E.T.A.L.S. Awards to recognize outstanding nursing care and nursing support partners at MAHHC. The international Daisy Foundation was created in 1999 to honor nurses across the continuum of care. The program celebrates compassionate care, patientand family-centered care, and team spirit in a healthy work environment. Winners, selected from peer nominations, were announced during Nurses Week, May 6-12. Congratulations to these amazing nurses and support partners for all they do! By the way, P.E.T.A.L.S. stands for Professional Extraordinaries That Always Lend Support...and they do!

Daisy Award winners:

that comes our way.

Lauren Greene, RN and Janet Malcolm, RN

Daisy RN Leader for 2021:

Kat Meyer, RN

P.E.T.A.L.S. Awards:

Sarah Amoroso, LNA; David Barrows, LPN; Crikett French, MA

Other nominees included:

Arah Almia, RN; Cori Brodeur, RN; Katrina Burgmeier, RN, Ruth Ferland, RN; Meghan Hoyt, RN; Gisele Martell, RN; Marc Sacco, RN; Patricia Stern, RN.



When the pandemic threatened our communities, a strong network of established community partners joined forces to respond. Members include MAHHC, The Windsor school system, Windsor town government, Volunteers in Action, The Windsor Improvement Corporation, The Windsor Resilience Committee, Windsor churches, and local residents. Together, we provided education to mitigate risks and reduce social isolation, worked to procure financial support for local people in need, and addressed food insecurity

by mobilizing community action networks to ensure people were fed during the crisis. As COVID-19 variants continue to threaten our communities, particularly unvaccinated people, support continues through our Community Health Team online at:

sites.google.com/view/windsorvt-covid19

(See page 7 for information about COVID-19 vaccination clinics and testing.)



PHARMACY OPENS AT OHC COMPLEX

A new pharmacy has come to Woodstock, Vermont. Ottauquechee Pharmacy, operated by Rutland Pharmacy, opened in mid-July and is located on the lower level of the Ottauquechee Health Center (OHC) on 32 Pleasant Street. Dr. Joseph Perras, CEO and Chief Medical Officer of MAHHC, says that the Hospital recognizes the benefit of pharmacy services for its patients and the community at large, especially after a longtime local pharmacy closed last year. "Ottauquechee Health Center has been dedicated to ensuring local access to health care since the 1970s," said Perras. We're proud to partner with Rutland Pharmacy in helping the community solve its need for local pharmacy services."







Stay up to date on the latest news and developments at Mt. Ascutney Hospital and Health Center by following our social media channels.

Look for MAHHC on Facebook, YouTube, and Twitter.

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CARDIAC AND PULMONARY REHABILITATION CERTIFICATION RENEWED

The Rehabilitation Center at MAHHC has been awarded 2021 Program Certification by the American Association of Cardiovascular and Pulmonary Rehabilitation (AACVPR). The three-year certification comes after an extensive application and review process by Rita M. Rice, RN, BSN, Cardiac Rehab Program Director, who must report performance measures to AACVPR on an annual basis. This is the second time our Rehabilitation Center has earned the distinction by meeting strict standards of practice for both programs.

The cardiac rehabilitation program uses exercise and education to improve fitness and reduce the risk of progressive heart disease in patients who have experienced a heart attack, cardiac surgery, or other heart conditions. Pulmonary rehabilitation helps people with chronic lung disease to breathe better via exercises, treatments, and education. Director of Rehabilitation Services Belinda Needham-Shropshire called the certification "a credit to the skill and professionalism of the staff, inspired by the hard work of patients to recover their capabilities."

"...a credit to the skill and professionalism of the staff, inspired by the hard work of patients to recover their capabilities"

Belinda Needham-Shropshire,
 Director of Rehabilitation Services



Going for the Gold! Hospital Earns 2021 Governor's Excellence in Worksite Wellness Gold Award

Ensuring the wellness of employees is always a priority for us, and it's great to be recognized for our efforts. MAHHC was among 71 Vermont employers that received honors at a virtual Governor's Award for Excellence in Worksite Wellness virtual ceremony in the Spring. Over the past year, the Hospital has implemented many COVID-conscious initiatives to boost wellness, leading to our Gold award. These include:

- A virtual Turkey Trot and Winter Festival
- Free Virtual Visits added to on-site Financial Planning



- Work United, a United Way initiative that provides resources to help employers and employees strengthen job retention and decrease absenteeism
- Healthy cafeteria, nutrition labels, and grab-n-go choices provided by Sodexo (the Hospital's nutrition partner)
- Addition of a free hydration station in the cafeteria
- Increased employee support services from the MAHHC chaplain
- Upgrading of 53 workstations to height-adjustable desks, improving ergonomic fit



 Addition of a private lactation suite from Mamaya

Dr. Joseph Perras, MAHHC CEO and Chief Medical Officer,

said, "in order to safeguard the health of our communities, it's vitally important that all of us who work here are healthy and well. The COVID-19 pandemic has made employers of all types adjust their strategies, but technology and the dedication of our staff has made it easier for us to adapt."

"In order to safeguard the health of our communities, it's vitally important that all of us who work here are healthy and well."

Joseph Perras, MD
 President and CEO, Chief Medical Officer

Over the past year, 72 percent of eligible staff participated in the Hospital's beBetter Rewards Program via its online portal. This year, MAHHC is launching a new health coaching program free to those enrolled in MAHHC insurance. HR Generalist, Blake Wardwell, is a Certified Personal Trainer, and she will expand access with on-site and virtual employee fitness classes.

The Governor's Award was developed by the Vermont Governor's Council on Physical Fitness and Sports and is presented in partnership with the Vermont Department of Health.

Catch Up on Our Community's Health. Read the 2020 Report!

Improving the lives of those we serve goes beyond providing medical care to those who are injured or ill. It requires reaching out into our communities to support health and wellness, working with community partners, and ongoing listening and learning to find out what health services local people most need. In 2020, we published the Community Health Benefits Report, updating our progress in addressing health concerns identified by the 2018 Community Health Needs Assessment—a report that identifies the region's most pressing health needs, based on surveying community members. Report highlights include:

Responded to COVID-19

Our existing relationships with community partners helped us mount a rapid, effective response to the pandemic.

Bolstered Family Wellness

We assessed signs of family distress, provided phone support, organized suicide prevention trainings, and more.

Substance Use Disorder

The Mt. Ascutney Prevention Partnership (MAPP) continued its focus on building healthy communities through equity-based prevention initiatives and transforming communities at the population level. MAPP sub-awarded more than \$250,000 to help community organizations implement prevention strategies, helped towns craft and adopt health chapter templates, funded local school efforts to conduct a Collaborative Problem Solving assessment, and more. Meanwhile, MAHHC provided treatment as part of Vermont's Hub and Spoke program, and with its partners implemented best-practice strategies to prevent opioid overdose deaths via trainings, Rapid Access to Medication Assisted Therapy, and outreach.



Increased Access to Mental Health Services

We introduced new trauma-informed care classes, created a support group for grieving parents, introduced strategies for coping with COVID-19, developed a Mental Health Access Team, and welcomed a new psychiatrist.

Held the Third Annual Opioid Summit

This yearly summit identifies goals for reducing deaths from opioid overdoses in Windsor County. The group designed materials to help reduce trauma and anxiety among those who administer Narcan.

We Are Worthwhile

The Community Heath Implementation Plan (CHIP) workgroup developed a campaign to combat self-stigma about Substance Use Disorder, and help people access recovery options. (Visit weareworthwhile.org)

For full details on these initiatives and others, including expanded access to primary care and affordable insurance, strengthening senior health and more, read the 2020 Community Health Benefits Report at mtascutneyhospital. org/about/community-health-needs. Our 2021 Community Health Benefits survey is in process now, which will set the priorities to address for the next three years.

MEET HANNAH BIANCHI, OUR NEW CHIEF OPERATING OFFICER

Hannah Bianchi has been named as the new Chief Operating Officer (COO) of MAHHC.
Bianchi had served as MAHHC's Director of Provider Practices since 2017. The announcement follows the retirement of Paul Calandrella, who had been the Hospital's COO since 2012. As COO, Bianchi is responsible for overseeing daily Hospital operations and HR decisions, and for managing the administration of various departments and the entire Hospital.

Bianchi joined MAHHC in January of 2012 following a decade as Manager at Associates in Surgery in Claremont, New Hampshire. She began at MAHHC as Specialties Practice Manager, then moved into the role of Primary Care Practice Manager before being promoted to Director of Provider Practices in 2017. Over the course of the COVID-19 pandemic, Bianchi has taken on significant operational leadership in multiple areas of the Hospital and continues to direct much of the response to the crisis.



MEET DIRECTOR TORIE MESROPIAN

In December 2020, Victoria "Torie" Mesropian joined the Hospital staff as Director of Human Resources. She brings 15+ years of experience in financial and healthcare operations and human resource management to her role here, including time in both the MAHHC HR department and at Dartmouth-Hitchcock. Previously she led financial operations teams and served as a Clinical Practice Manager. A resident of Windsor, Vermont, Torie holds a BA in Administration & Management, and is currently enrolled in the MBA program at Champlain College.

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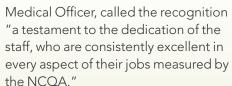
OF HUMAN RESOURCES

Assurance (NCQA), a private, nonprofit organization dedicated to improving health care quality, has and Ottauquechee Health Center (OHC) recognition as a Patient-Centered Medical Home™ (PCMH™). The Hospital and OHC first earned this honor in 2014 and have been re-certified each year highlights medical practices that place patients at the forefront of improvement is prioritized. To coordination and access to care, as well as measuring performance and

Consistent High Quality Pays Off in Patient-Centered Medical Home Renewal

The National Committee for Quality once again awarded both MAHHC since then. This recognition program care, and where continuous quality maintain recognition, our outpatient clinics met a comprehensive range of performance benchmarks for patient care, including effective care planning,

quality. Dr. Joseph Perras, MAHHC CEO and Chief



"a testament to the dedication of the staff, who are consistently excellent in every aspect of their jobs measured by the NCQA."

~ Joseph Perras, MD President and CEO, Chief Medical Officer



As of the time of publication, all U.S. residents over the age of five are eligible to receive a COVID-19 vaccine. Moderately to severely immunocompromised people who have received two doses of Pfizer or Moderna are eligible for a third vaccine dose. A third dose is recommended because people who are immunocompromised are at higher risk of a serious illness from COVID-19. Also, booster shots are now available for Pfizer and Moderna recipients of all ages six months after they received their second dose.

Vaccinations are given at sites around Vermont. Use the Vermont Department of Health website to make an appointment in Vermont. When using Vermont's online scheduling system, you will find links for the State-run sites, as well as

various pharmacies. If you are unable to make an appointment online, call (855) 722-7878. Go to vaccines.nh.gov to find vaccines in New Hampshire. Flu vaccine clinics are scheduled on Saturdays and conveniently located in both our Woodstock and Windsor locations. You can find the latest updates on Flu Vaccinations at mtascutneyhospital.org/flushots.

We are pleased to be partnering with the State of Vermont to offer drive-thru COVID testing at Mt. Ascutney Hospital. This allows us to expand capacity for a much needed service to our community. Scheduling and results are managed by the State, and Mt. Ascutney

staff assist you with the process. The testing is easily performed by you, from your vehicle, in the far corner of the main Hospital parking lot, at 289 County Road, Windsor, VT. (See our special COVID-19 response section on pages 8-15)





MAHHC in Windsor and Ottauquechee Health Center in Woodstock are currently seeking clinical and non-clinical staff to fill a variety of positions from entry level to highly skilled. Whatever your skill level, come grow your career in a community of caring, as you work with us in a friendly, supportive environment designed to reward your good work.

- Excellent pay and benefits
- Sign-on bonus for eligible nursing positions
- Tuition reimbursement
- Leadership development
- Wellness program with free classes and gym discounts
- Windsor on-site employee gym
- Career advancement opportunities as part of the Dartmouth-Hitchcock Health system.

Starting pay for entry level positions is now \$17 an hour. The pay boost is part of a new policy by Dartmouth-Hitchcock Health's member hospitals like ours to recognize and retain staff, and to help ensure our consistent high quality of care isn't impacted by staff shortages.

Historic Homes of Runnemede is Hiring!

Positions are also open at this beautiful, independent living community for seniors in Windsor. Type keyword "HHR" into the search at mtascutneyhospital.org/careers.



Note: As a separate facility, HHR pay and benefits packages are different from the Hospital.



MAKE A REAL DIFFERENCE. JOIN A BLOOD DRIVE.

Blood is one of the most precious gifts you can ever give, especially right now, when the Red Cross is experiencing a historic shortage. If you've never given before, consider giving now. You can save a life! Find a blood drive near you at redcrossblood.org/give.html/ find-drive.

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LET'S VEGGIE VANGO!

The Vermont Foodbank's Veggie VanGo program promotes health with free, fresh produce on the second Tuesday of every month, and a place to talk about healthy food. Visit mtascutneyhospital.org/ veggies for more information.



RESPONDING TO CRISIS TOGETHER

MAHHC's response to the COVID-19 crisis in our community has depended on people coming together to keep our patients and each other safe. Our staff is working as one, and our entire community has stepped up in ways large and small to support our efforts. The challenges have been met with creativity, understanding, resilience, and teamwork. It's what community is all about.

Confronting the Crisis— Establishing our Respiratory Clinic and Safety Measures

"Some of the best things we did included rapidly establishing a respiratory screening and testing clinic to benefit symptomatic individuals and contact tracing.

This also created a safe setting for staff to continue providing care. We rapidly installed physical protections and related procedures to minimize spread as well as allow us to treat patients who had COVID-19. This was unique among Critical Access Hospitals within the Dartmouth-Hitchcock Health system.

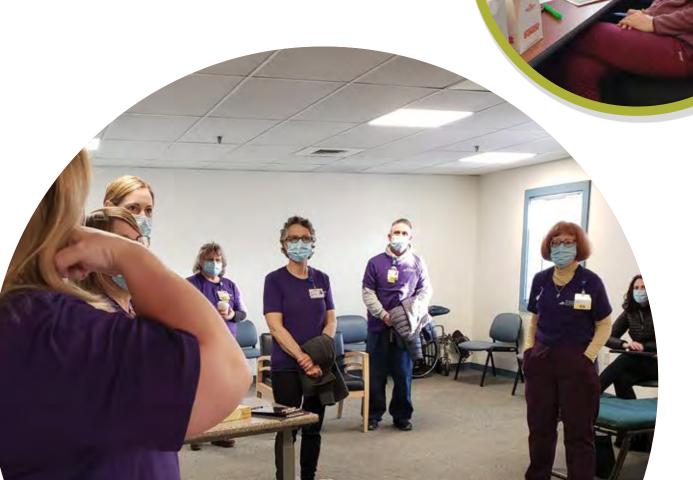
~ Paul Calandrella, Former Chief Operating Officer, retired "We've employed a three-phase strategy: testing and outpatient care; inpatient care, and mass vaccination.

All of these phases are continuing, scaling back and ramping up as needed based on the situation at hand."

~ Dr. Joseph Perras, Chief Executive Officer, **Chief Medical Officer**

"One of our first acts was to create the respiratory clinic. It took teamwork, lots of back and forth problem solving, good communication, trust, and respect for each other."

~ Belinda Needham-Shropshire, Director of Rehabilitation Services



"Our biggest challenge was having so much to accomplish at once, with limited human resources. While our tasks were urgent, there was never a sense of panic or frenzy, just determination.

together to support the community, and we did it."

~ Tyson Taft, **Director of Plant Operations**



"MAHHC Incident Command leaders and subject matter experts came together with the goal of rapidly establishing a COVID vaccine clinic that could manage a high volume of patients while maintaining all appropriate precautions, the largest being social distancing.

Together, this small group prepared our COVID vaccine clinic space and created the necessary workflows for this new vaccine. The most significant transition was when we began community vaccination in mid-

February 2021. We had previously been using our own electronic medical records while vaccinating then eligible State-phase 1A first responders and healthcare workers, then we had to learn the state scheduling and documentation programs for age-banded vaccination. These programs, and many of the details related to COVID vaccination, were changing almost daily, especially in the early months, and each detail required vigilant oversight.

~ Hannah Bianchi, Former Director of Provider Practices (Current COO) "In planning to address the pandemic, we focus on objectives that are both immediate and next week, next month, etc. We need to work closely together because of the speed at which things change.

~ Belinda Needham-Shropshire

"We've worked to ensure safe care continues by monitoring CDC and WHO guidance, CMS regulations, professional societies, and reported events, as well as following up on concerns raised by staff, so that adjustments can be made to care delivery to keep staff and patients safe. We're constantly communicating, through email, huddles, meetings, etc. and making sure to thank and recognize excellence.

Otelah Perry,
 Director of Quality, Patient Safety, and Compliance

"As Leadership determined what needed to be done to get ready, it was up to Plant Operations to make the physical space work, quickly, safely, and securely for patients and staff.

~ Tyson Taft

Vaccine Clinic



There were many calls involving both the State and D-HH system members where pandemic response objectives and solutions were shared.

"From the respiratory clinic, to inpatient care, to vaccination, it is our providers—physicians, physician assistants, nurse practitioners, nurses—who are on the front lines making plans work every day, adjusting to changes while ensuring that the quality of care remains consistently high.

~ Dr. Joseph Perras

~ Paul Calandrella

Adjusting to COVID-19

"The logistics of complying with the extremely short window of the vaccine from distribution to administration was very challenging. A space was created to accommodate 150 patients per day for vaccine administration and monitoring that also adhered to social distancing requirements. Frequent and transparent communication with vaccine staff was essential. The enthusiasm of both the staff and the patients was palpable and we often called it the "happiest place in the hospital" as there was a sense of community and hope with the distribution

Kat Meyer, RN,Director of Nursing

of the vaccine."





Pride in Teamwork

"I am most proud of the teamwork demonstrated and accolades that the vaccine clinic received.

Communication was critical during this time and the team exceeded expectations. We were living our mission of improving the lives we serve.

~ Kat Meyer

"Every single person here has a critical role to play. Cleaning rooms thoroughly after a patient with COVID-19 has been there, getting nutritious meals on time to those who need them, making sure the facilities are well-lit, in working order, and secure—all of these things are essential elements of the care we provide.

~ Dr. Joseph Perras

"I am proudest of the way physical alterations, to clinical and operational protocols to minimize disease spread, this was an entire team effort made successful due to the community but "I am proudest of the way we have worked together. We have different approaches and each of us has a different focus, but we are a team that gets it done.

~ Belinda Needham-Shropshire

us to respond quickly and clearly as events unfolded.

also to our lean organizational structure that allowed



"We accomplished so much in so little time. I am truly proud of how we stood up these extra service lines essentially overnight.

Terri Demond,
Director of Ancillary Services

"Everyone worked so hard to pick up the slack, it felt like our team was twice the size.

I'm proud of how quickly we were able to ramp up surge capability, and rapidly establish respiratory and vaccine clinics, getting safe, effective spaces for care ready literally overnight.

~ Tyson Taft



"Kat and I are committed to a smooth transition of vaccines into the primary care clinic. Primary care leaders are already very familiar with the vaccine program and its requirements so we focused our transition efforts on sharing the COVID specific details and workflows that will be new for them.

~ Hannah Bianchi

"This is not over, so we are continuing to assess the landscape and plan for the next shift of the issues.

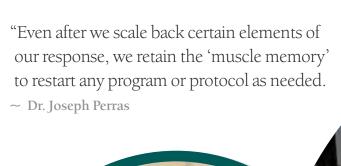
~ Belinda Needham-Shropshire

What's Next

"As we learn more about the virus, we change how we approach preventing the spread and caring for people with it. I worked with our school nurses and the district re-opening teams last Fall to support their protocol development, providing both parent perspective and subject matter expertise.

Current planning includes getting ready for our next onsite CMS survey, developing processes and communications with Human Resources on the mandatory COVID-19 vaccination effort, updating our Emergency Operations plan, and working with nursing leadership to train Infection Prevention/PPE Champions on our units.

~ Otelah Perry





The Newsletter of Mt. Ascutney Hospital and Health Center

Peak Health Fall/Winter 2021



Prevention Saves Lives!

Screenings and Two Ways to Get Preventive Care at Mt. Ascutney Hospital

When it comes to your health and wellness, prevention matters at every age as you move through life. Be sure to get the health services you need, in order to catch any issues early, before they become serious.

Let us schedule your preventive screenings of choice for you with our You First Friday program. The first Friday of each month is a well-care day for you to easily get the preventive screenings you need. Available screenings include take-home FIT colon cancer screening kits testing, mammograms, and bone density testing, as well as help filling out your advance directive, and signing up for our Patient Portal. Screenings are by appointment only, so call (802) 674-7276

to reserve your spot, and make time for You First. Please note that this is NOT a free screening service. Attendees must bring a current insurance or Medicare/ Medicaid card.

If you prefer to schedule your own day and time for a visit or screening, be sure to keep up with preventive health screenings as recommended by your provider.





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