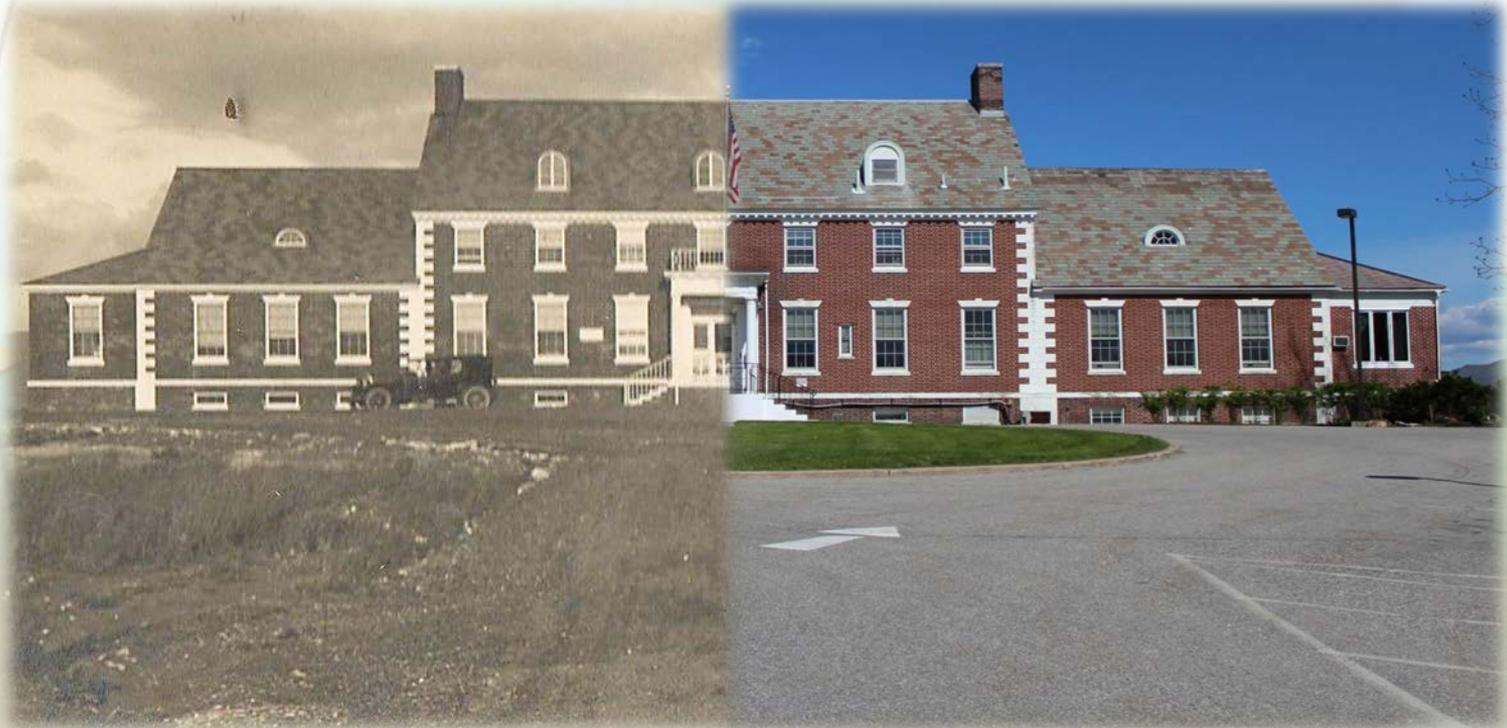


Our Legacy

Creating a Vision for Porter's Future



Presented by:

Dr. Fred Kniffin

Interim President and CEO

We are at a fork in the road:
In a changing and challenging environment, the
Status Quo is not a great option

Operations
Improvement to
**Pursue
Independence**



Operations
Improvement to
**Pursue
Partnership**



Important Questions About.... The Future of Healthcare In Our Community

What is **Most Important** to us as a Community?

What do we want to **keep** in the future?

What do we want to **add** or improve?

And what is The **Best Path** to Get There...

Independence?

Partnership? (and what does that look like?)

Background & Overview

Our Process to Date

August
2014

- Engagement of Stroudwater Associates

Fall
2015

- Data Review

Winter
2015

- Held 40 Stakeholder Interviews with PMC:
Leadership, Medical Staff, Board Members

January
2016

- Board/Medical Staff/Leadership Retreat

Winter
2016

- Creation of Legacy Committee and initial outreach to potential partners

Spring/
Summer
2016

- Community Outreach

What is Important to the Leaders of PMC?

Improve **Quality** and **Value** of PMC's Services

Meet the healthcare, **Wellness** and prevention needs of the service area

Maintain PMC's **Financial** Viability

Maintain or Enhance **Access** to Services Locally

Increase **Integration** and Coordination of Care Locally

Ensure Access to **Capital** to Address Investment Needs

Develop **Population Health** Management Capabilities

Preserve a Local Role in **Governance**

What is important to YOU?

What we have heard so far:
We want to **keep.....**

- Quality and Value of Healthcare Services
- Access to providers in our community
- “Appropriate Clinical Services” for a community hospital (everything we do now....?)
- **What else?**

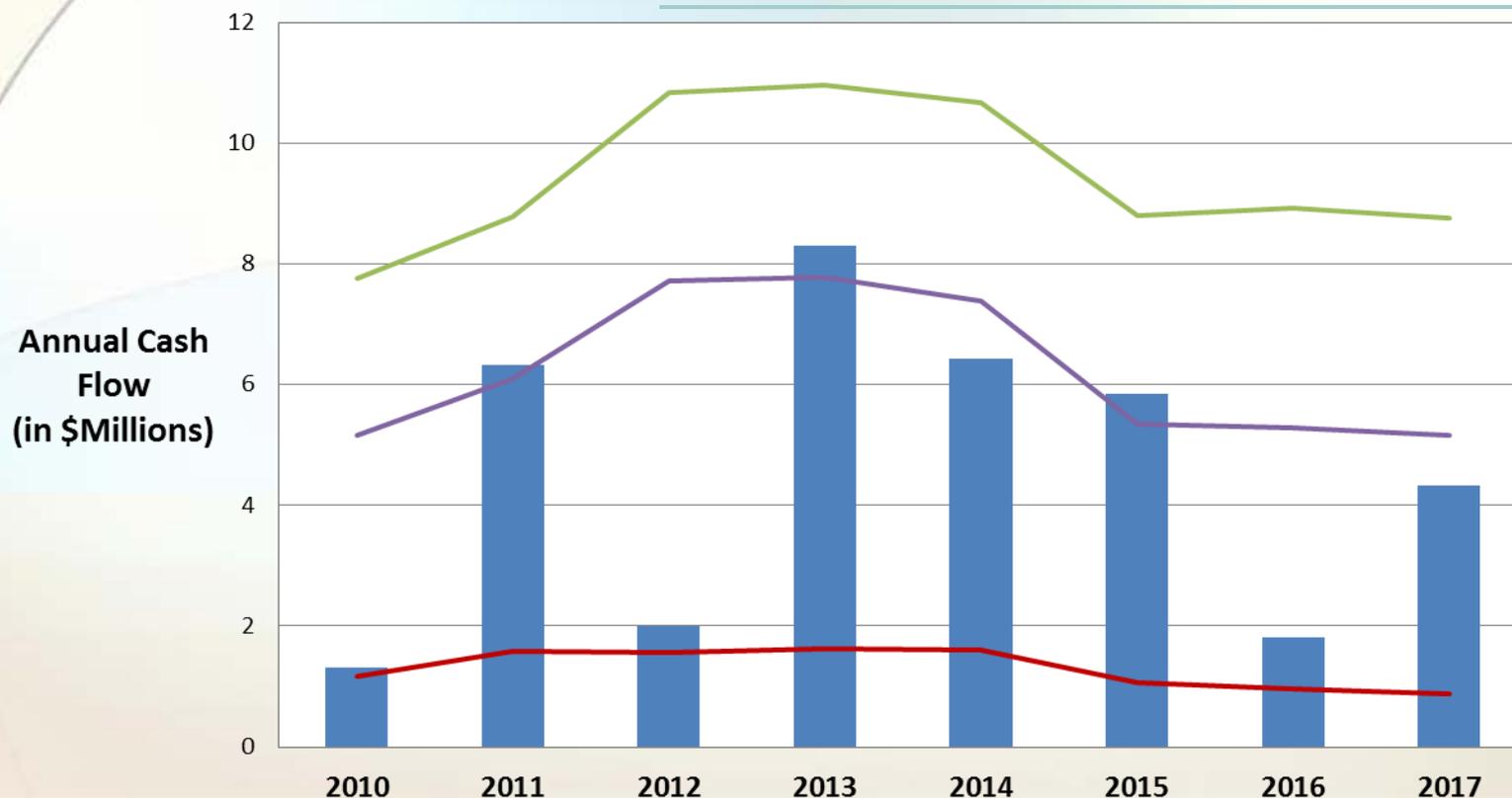
AND...we would like to **add.....**

- Increased access to specialty care.
- Better clinical integration for better patient care.
- Capital....Medical Office? EHR?
- More financial security in times of change.
- **What else?**

But Can We Do it On Our Own?

Our Challenge

Porter's Financial Status



PMC

Survive: Producing only enough cash surplus to meet minimum obligations.

Sustain: Producing a cash surplus that meets minimum obligations & *able to provide appropriate capital reinvestment.*

Thrive: Producing a cash surplus that meets minimum obligations, *able to provide appropriate capital reinvestment & allow additional savings for future needs.*

Operating Performance Perspective

Days Cash on Hand

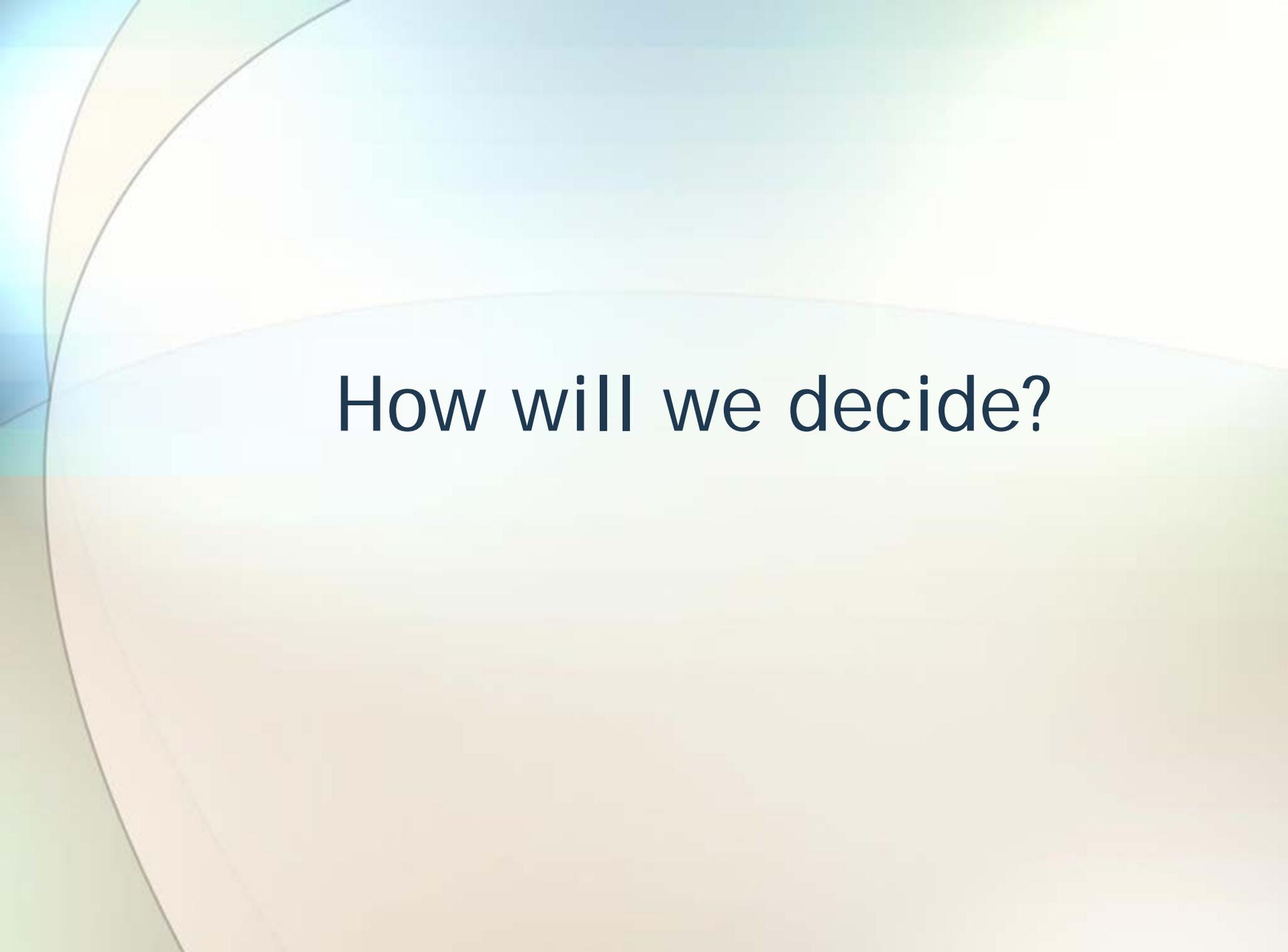
Porter's 84 days cash on hand remains below both the VT Hospital (129 days) and S&P (127 days) averages

Days Cash on Hand	2013A	2014A
Northwestern Medical Center	312	371
North Country Hospital	176	211
Rutland Regional Medical Center	182	207
Gifford Medical Center	186	201
The University of Vermont Medical Center	183	197
Brattleboro Memorial Hospital	179	169
Mt. Ascutney Hospital & Health Ctr	138	138
Central Vermont Medical Center	106	120
Springfield Hospital	117	101
Copley Hospital	80	98
Northeastern VT Regional Hospital	97	97
Porter Medical Center	66	84
Grace Cottage Hospital	72	81
Southwestern VT Medical Center	53	62
Total All Vermont Community Hospitals	161	176

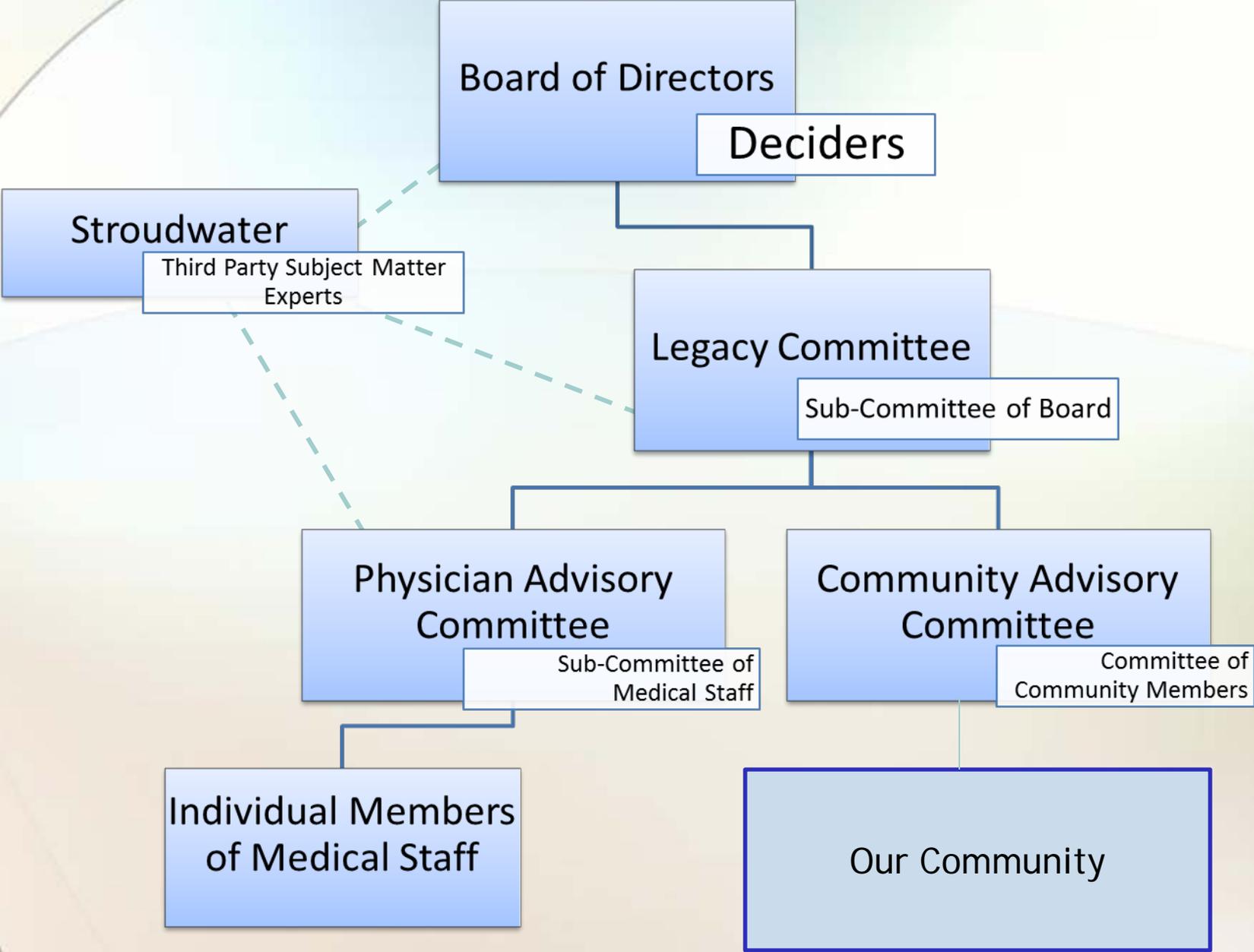
*But if we **keep** what we have and **add** more
with a “partner” what might we lose?*

Potential Loss of Autonomy and Self Determination
(Governance)





■ How will we decide?



Physician Advisory Committee		Legacy Committee	
Dr. Kris Anderson		Bill Townsend	
Dr. Carrie Wulfman		Steve Ciampa	
Dr. Gavin Noble		Jud Bartlett	
Dr. Linn Laron		Ken Perine	
Dr. Anna Benvenuto		Kim Downs	
Dr. Steve Koller		Fred Kniffin	
Dr. Amy Gregory		Maureen McLaughlin	
Dr. Karen Fromhold		Patrick Norton	
Dr. Andrew Mahoney		Sivan Cotel	
Dr. Paco Corbalan		Stephen Koller	
		Stephen Terry	
		Carrie Wulfman	

Community Advisory Committee

Ann LaFiandra, Retired (Middlebury)	Claire Ayer, Legislator (Weybridge)
Kate McGowan, Executive Director/UWAC (Starksboro)	Lynn Coale, HCC (Middlebury)
Sue Hoxie, President/ACCC (Middlebury)	Angelo Lynn, Publisher (Middlebury)
Bill Fuller, Middlebury Transit (Cornwall)	Benj Deppman, Attorney (Middlebury)
Nancy Foster, Real Estate (Cornwall)	Bob Thorn, CSAC (Middlebury)
Moira Cook, Vermont Department of Health/Middlebury Office	Robin Scheu, ACEDC (Middlebury)
Maynard McLaughlin, Bread Loaf Construction (Shoreham)	Becky Dayton, Bookstore (Middlebury)
Joyce Wolpin, Website designer (Bristol)	William Benton (Vergennes)
Joe Sutton, Innkeeper (East Middlebury)	Shawn Oxford, Financial Planning (Bristol)
Gerry Gossens, Retired (Salisbury)	Rev. Jill Colley-Robinson (Weybridge)
Fred Baser, Legislator (Bristol)	Fred Greenman (Cornwall)
Ann Hanson, College (Bridport)	Sarah Cowan (Vergennes)
Julia Doucet, RN Outreach Nurse, Open Door Clinic (Starksboro)	Win Grant (Vergennes)

Quality

Wellness

Integration

Population Health

Value

Financial Stability

Access

Capital

Governance



And you....thoughts...questions?

Take our Online Community
Survey at:

www.portermedical.org