



Seamlessly Weaving
Quality Healthcare
into the Heart of
Our Community



North Country Hospital
Where caring runs deep.

Care.



10 Years

Meagan Perry
Steve Gadapee
Scott Burdick
Jennifer Laque
Donna Malshuk
Nicole Perotti
Jennifer Pray
Benjamin Robbins
Charles Schneider

15 Years

Desiree White
Jessica Desrochers
Haylee Jacobs
Charla Nadeau
Tiffany Niles
Nancy Noble
Bonnie Rich
Krista Rodrigue
Lyndsay Sykes
Jeannette Quintal

20 Years

Ronald Dunn
Lucie Emerson
Melanie Graham
Heidi Laramee
John Lippmann, MD

25 Years

Cherie Lowry
Heidi Broe
Melissa Gallup
Natalie Laroche
Bonnie Sheets

30 Years

Beverly Gage
Christina Lawson

35 Years

Theresa Jacobs
France Smith
Nicola Perkins

40 Years

Rhonda Bullis



Letter from the President and CEO

Tom Frank

I've had the good fortune of returning to North Country as the Chief Executive Officer in April; I feel like this has been a real homecoming for me. Although I didn't grow up full-time in Vermont, I did spend a good deal of my youth visiting relatives in the Barton area and spending time on Shadow Lake in Glover. I was fortunate that my family has owned property in Glover since 1971, the property on which I am building my full-time home today. Before returning as Chief Executive Officer I had the pleasure of serving as Chief Operating Officer here from 2012 – 2019 and I am so glad to be back!

The reception by employees, medical staff, and the local community has been extraordinary, but the challenges are the same. About a year before my return, NCH moved to a new electronic medical record, which has been financially crippling, to say the least. Our teams have worked hard to make the best of the situation, always keeping the care of our patients and the quality of that care the most important priority. As we continue to navigate these waters, please know that we take the most pride in making each patient experience the best it can be.

Along with our EMR situation, we've had our share of other challenges over this past year. Staff shortages have made it necessary to employ traveling nurses and other providers so that we can continue taking care of our patients proves to be very costly. However, we are working on developing more homegrown programs that educate young students who may have an interest in a career in the medical field and coming back to work in their hometown community. As is clear from the employee years of service on the adjacent page, we have a high level of longevity here as well. We've also had some staff return to North Country, who had worked here previously, left for other jobs, and have chosen to apply for open positions here.

As you may have noticed, we are embarking on a major renovation of our Emergency Department, which will bring more patient privacy and efficiency. Currently, during high-volume times, we are forced to house emergency room patients in the department's hallways due to a lack of appropriate services in other parts of the community and state. The renovation will move the ambulance entrance to the side of the building, where heated pavement in inclement weather will allow direct and safe access into the department for direct patient care.

I want to publicly thank Tracey Paul, who has worn many hats at this hospital, including as our managing officer during a transition time before my arrival. She now serves as our Chief Operating Officer and interim Chief Financial Officer. We welcome Denise Carter, our Vice President of Patient Care Services/Chief Nursing Officer, who originally came as a traveling nurse to lead our Emergency Department. Human Resources is under new leadership with Katie Peck, our HR Director.

Since my return, I've heard time and time again, about how important an asset this hospital is to our local community. We are the largest employer in the county, and in my accountant's mind, this organization is also the region's economic engine. It's thanks to our Board of Trustees, Medical Staff, Employees, and Volunteers, who make NCH the place to work and receive your care. Please read more about this in the following pages.

All the best for the year ahead,

A \$61 Million Hospital Payroll: Transforming Our Community

In a small Vermont community like ours, the continuity of a \$61 million hospital payroll can have a profound and far-reaching impact, benefiting residents and the local economy in numerous ways. This substantial ongoing injection of funds not only fosters the growth of healthcare services but also fuels the overall well-being and prosperity of our community.

Job Creation: The most immediate and noticeable impact of such a substantial payroll is job creation. North Country Hospital requires a range of skilled professionals, including doctors, nurses, administrative staff, and support personnel. With a generous payroll, the hospital can attract top talent,

leading to the creation of numerous well-paying jobs. This, in turn, reduces unemployment rates and provides our local residents with more opportunities for stable employment.

Economic Stimulus: A \$61 million payroll reverberates through the local economy. NCH employees and their families spend their earnings on goods and services within our community, from housing and groceries to dining out and entertainment. This boosts the local business sector, leading to increased sales and tax revenues.

Improved Infrastructure: The increased economic activity often encourages investments in infrastructure and public services. With a larger population and a surge in demand for local businesses, surrounding communities can allocate resources to improving roads, schools, and public facilities. This, in turn, makes the area more attractive for further development and potential investors.

Community Development: NCH is not just a place for medical treatment; we also invest in community development. We frequently support local initiatives, charities, and education programs, further strengthening the social fabric of our area. This can result in enhanced educational opportunities for residents and a higher quality of life for all.

Health and Well-being: A well-funded hospital like NCH can provide better healthcare services, advanced medical equipment, and a wider range of specialties. This means that residents don't need to travel long distances for specialized care, leading to improved health outcomes and a higher quality of life.

Attracting Talent: In many cases, NCH can attract medical professionals and specialists to our community, further enhancing the local healthcare ecosystem. This can lead to more comprehensive and advanced medical services, reducing the need for residents to seek care elsewhere.

Population Retention: A thriving healthcare industry can help in retaining residents who might otherwise move to larger urban centers in search of better medical facilities and job opportunities. This contributes to the sustainability of our community and ensures its continued growth.

In summary, a \$61 million dollar payroll is not just an injection of funds; it's an investment in the well-being and prosperity of our community. It strengthens the local economy, creates jobs, and improves healthcare services, all of which contribute to a higher quality of life and a more sustainable future for the community.



2023 by the numbers



* FINANCIAL SUMMARY

Total Patient Service Revenue 94,752,771
 Other Revenue 5,530,424
 Total Revenue 100,283,195
 Total Expenses 108,283,607
 Operating Profit (8,532,412)
 Total Non Operating Revenue 5,049,442
 Total Profit/(Loss) (3,482,970)
 * based on draft audited financials

Decreased payments for the services we provide and rising costs made for a challenging year financially. This was compounded by a very difficult electronic medical record implementation that led to a significant reduction in our ability to collect for services provided.



625 people employed

\$61M in payroll and benefits

\$120,443 employee education



\$445,000 Community Benefits - scholarships, student mentoring and The Wellness Center

\$1.1M financial assistance for services provided

4,424 volunteer hours

(4) Employees

Navigator Services - assist community obtaining health insurance and financial assistance



1,531 admissions

53,810 patient encounters

15,018 emergency room visits



Frank Knoll – Chair



Steve Wright
Vice Chair



Louise Bonvechio
Treasurer &
Vice-Chair, Finance



Nancy Bullock
Secretary

A Heartfelt Thank You to Frank Knoll, Chairman of the Board for North Country Hospital

Frank Knoll has been an integral part of the NCH Board of Trustees for 12 years, serving the last six as Board Chair. “We have been able to attract great talent to the board over the years, that not only care a great deal about the local community but also have a variety of skills to address the complexities of overseeing a hospital,” noted Frank.

There are always challenges because of the complexities, and once the pandemic hit in 2020, all hospitals found themselves in uncharted territory. The hospital staff and the board of trustees, however, demonstrated the ability to work together and manage the constant changes.

A few years ago, studies were done on providing more access to patient care by setting up an urgent care center, and we knew as the board, that this could not be accomplished alone. But in 2022 we found a partner and the center became a reality – Northern Express Care opened in Newport with the partnership of Northern Counties Health Care. The result is better access to care for routine and minor medical needs.

The first phase of a State approved \$28 million capital project is now underway – North Country’s Emergency Department is being renovated to improve privacy, decrease noise, and provide a better patient experience; especially for those needing one-on-one care.

NCH has Sleep and Pulmonary services that work in conjunction with other hospitals and more partnerships are planned.

“I feel fortunate to have worked beside a strong executive board,” added Frank. “Steve Wright, President and General Manager of Jay Peak Resort, Louise Bonvechio, Executive Vice President at Community National Bank, and Nancy Bullock, retired Chief Operating Officer from a New York children’s hospital, comprise the non-compensated executive officers of the board, along with the rest of this outstanding board listed to the left.”

A man of many talents, Frank Knoll has served this hospital and this community well with his technical and business experience. He is invested in local commercial and residential property development in Newport and Derby.

Stacey Charboneau
Newport, VT

Tom Frank, President and CEO
Glover, VT

Jennifer Harlow
Derby Line, VT

John Monette
Derby, VT

Janet Osborne
Island Pond, VT

William Peck, MD
Newport, VT

Ellen Stanley
Newport, VT

Peter Stuart, MD – Med Staff
Vice President
Newport, VT

Gregory Walker, MD
Med Staff President
Newport, VT

...a glance back



North Country Hospital proudly introduced its state-of-the-art steam-heated helipad this past summer, a groundbreaking addition to our medical infrastructure. This innovative helipad is equipped with cutting-edge technology to ensure a safe and efficient landing for air ambulances, especially during the challenging winter months. The incorporation of steam heating elements on the helipad surface is a testament to our commitment to providing top-notch medical services regardless of weather conditions. This feature prevents ice accumulation, guaranteeing a secure landing platform for critical medical evacuations. The steam-heated helipad reflects North Country Hospital's dedication to enhancing emergency response capabilities, ensuring swift access to life-saving care for patients in need.



North Country Hospital's new emergency department renovations mark a significant leap forward in enhancing healthcare infrastructure and patient care in the region. The state-of-the-art facility reflects the hospital's commitment to providing top-notch emergency services to the community. The redesigned space incorporates the latest advancements in medical technology and patient-centered design principles, ensuring a seamless and efficient workflow for healthcare professionals. With expanded treatment areas, cutting-edge diagnostic equipment, and improved patient privacy, the renovated emergency department not only elevates the standard of care but also creates a more comfortable and reassuring environment for individuals seeking urgent medical attention.



This past fall we introduced our cutting-edge automated Daktronics informational sign, revolutionizing the way visitors and patients receive crucial information. This state-of-the-art display, seamlessly integrated into the hospital's infrastructure, provides real-time updates on important announcements, upcoming events, and essential health information. With vibrant visuals and user-friendly interfaces, the Daktronics sign enhances the overall experience for those navigating the hospital premises. Whether it's directing individuals to specific departments, offering health tips, or displaying emergency alerts, the automated sign ensures efficient communication in a dynamic and engaging manner.



Thanks to golfers and sponsors coming together in support of the 35th annual North Country Hospital Scholarship Golf Classic, another round of students will receive scholarship awards in the next round of application review. Three student teams joined in, and Alex Giroux led three NCU students to victory by placing first with their gross score – an easy round for Gage Micknack, Zach Abbott, and Austin Giroux. Special thanks to lead sponsors M&T Bank, NFP Property & Casualty, Nuance, HUB International, CPS, and North Country Hospital Medical Staff. At the end of the 2023 school year, 17 new \$1,000 scholarships were awarded to deserving students, along with an equal number of renewals.



Under the leadership of President Carole Dowd, the Auxiliary continues to be a vibrant group. With the help of food service, a weekday coffee cart is now manned by members, volunteers, and staff, traveling throughout the hospital to serve patient families and employees. The Auxiliary has been fulfilling wish list requests, including a bilirubin meter for NC Pediatrics, Therapy Chairs for Occupational Therapy, and a new wheelchair for Rehabilitative Services. Auxiliary members have donated quilts for babies and adults, and the lobby mitten tree will continue during the winter months. The Harvest Fest, uniform sales, membership raffle, and bakeless bake sale helped the group achieve its annual fundraising goals.



Havana Nights was another hit theme at this year's Moonlight Ball, and with the skill of our volunteer committee and the support of our staff, major sponsors, and the community it truly is the signature event of the year. For the past decade, the effort has raised over half a million dollars for our patient care initiatives program. Our hospital and clinics continue to directly connect patients to the services and assistance they need. From providing gas cards for extensive medical travel to grocery cards for food insecurity, to blood pressure cuffs, durable medical equipment, and more, this fund has been able to fill in the gaps that patients in need may encounter. Special thanks to sponsors Community National Bank, Northpoint, Paul Decelles Financial Strategies, Passumpsic Bank, and all the other generous supporters. This year's gala netted \$58,000 for this program!

North Country Hospital plays a pivotal role in bolstering the local economy of our community

through its strategic approach to purchasing thousands of items that are used daily, hiring contractors for numerous campus projects and utilities. As a cornerstone of the Northeast Kingdom region, North Country Hospital contributes significantly to the economic well-being of the community in many ways.

Local Procurement: North Country Hospital actively engages in local procurement, sourcing goods and services from nearby businesses whenever possible. This commitment to local sourcing benefits the economy by supporting local suppliers and encouraging the growth of small and medium-sized businesses.

Contracting Local Services: North Country Hospital often contracts with local service providers for maintenance, construction, and other specialized services. This practice directly injects funds into the local economy, as these contractors hire local labor and purchase supplies from local vendors.

Community Partnerships: NCH frequently partners with local educational institutions and vocational training programs. This partnership allows for skill development and job training, which can directly lead to employment opportunities for residents. It helps in building a skilled workforce in the community.

Economic Ripple Effect: The economic impact of the hospital extends beyond its direct employees and contractors. It creates a ripple effect, as these individuals and businesses spend their income locally, further stimulating economic activity. The increased economic activity, in turn, leads to increased tax revenue for the local government, which can be reinvested in the community.

Health and Well-being: A healthy community is a prosperous community. North Country Hospital's core mission of providing healthcare services ensures that NEK residents can maintain good health, which allows them to participate actively in the local workforce and contribute to the local economy.

Investment in Infrastructure: NCH often invests in expanding and upgrading its facilities, which involves significant construction and renovation projects. These projects create temporary jobs and business opportunities for construction companies, suppliers, and contractors in the area. Our newest ED expansion project is underway and will be completed by the spring of 2024. This alone is over a \$3,000,000 project.

Philanthropic Contributions: Many hospitals, including North Country Hospital, engage in philanthropic activities to support local causes, charities, and community development projects. These contributions have a positive impact on the social and economic fabric of the community. From local flu clinics, numerous health equipment and treatment cost savings, to utilization of our incredible Oncology Fund, NCH is always here to help whenever possible.

In conclusion, North Country Hospital acts as a cornerstone for economic growth and stability in its local community. Through its commitment to local procurement, employment, and community engagement, the hospital not only provides essential healthcare services but also contributes significantly to the economic well-being of the region. By supporting local businesses, providing jobs, and engaging in community partnerships, North Country Hospital helps ensure a strong and vibrant local economy.



MEET OUR **NEW** PROVIDERS

In 2023, North Country Hospital welcomed a diverse and highly skilled group of new providers to its growing healthcare team, marking another milestone in our commitment to providing top-quality medical care to our community. These accomplished professionals bring a wealth of knowledge and expertise across various specialties, enhancing our capacity to meet the healthcare needs of our patients. With their dedication, passion, and commitment to patient care, North Country Hospital is poised to continue delivering exceptional medical services and advancing our mission to improve the health and well-being of the North Country region. We are excited to introduce these new additions to our medical staff in this year's annual report, highlighting the vital role they play in our ongoing efforts to provide outstanding healthcare services to our community.



Steven Anisman, MD - Cardiology



Carlos Alfaraz, MD – Family Medicine



Omar El-Ghazzawy, DO – General Surgery



Jared Leavitt, PA – Family Medicine



Ashley Luneau, NP – Cardiology



Donna Toohey, NP – Inpatient Services

We are grateful for the generosity of our community and all who support the hospital foundation’s fundraising efforts throughout the year. From annual fund gifts to gifts-in-kind, to memorials/honorariums, major sponsorships, and legacy gifts, every single one is important. Giving enhances our ability to reinvest in this organization, to provide necessities for patients in need, to provide scholarships for deserving students pursuing a healthcare career, and to sustain programs in the community and here at North Country Hospital.

Here are some examples of how your donations were distributed this past year: Healthcare Scholarships \$40,000, Patient Care Initiatives Program \$34,904, Mammograms and other Diagnostics

\$5,268, Youth Conservation Corps/Healthcare Share Program \$14,400, Orleans County Blizzard Bags \$5000 and Community Defibrillators/Supplies \$4,590. The current campaign in support of the Emergency Department renovation will continue in 2024.

The names listed below represent cumulative giving to the Hospital Foundation for the calendar year January 1 – December 31, 2023. For additional information on philanthropic opportunities, please contact the Foundation Office at 802-334-4186.

THANK YOU!

BENEFACTORS
(\$5,000 and above)
Sheryl & Buddy Carter
Community National Bank
Jay Peak Resort
Theodore N. Jewett
M & T Bank
Edith Magoon Trust
North Country Hospital Auxiliary
Northpoint Chrysler Dodge Jeep Ram
Paul Decelles Financial Strategies
Dr. Steven & Mrs. Cristine Perlin

HUB International New England
Kevin & Angela Irish
Kinney Drugs Foundation, Inc.
Frank & Alicia Knoll
Jennifer Ladd & Jeremy Guyette
Paul Labounty
Lat45 5k for Diabetes Fund
Lavallee/Brensinger Architects
Steve & Alma Marsh
Monique Dudley Memorial Golf Tournament
Dr. & Mrs. Stephane Mulligan
Dr. & Mrs. Eric Mullins
Newport Rotary Club
NFP Property & Casualty Services, Inc.
NCH Employee Dress Down Fundraisers
North Country Hospital Medical Staff
Nuance
Passumpsic Bank
Tracey & Claude Paul
Katie & Cory Peck
Dr. William & Rev. Martha Peck
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Price Chopper’s Golub Foundation
Dr. Robert & Mrs. Ellie Primeau
Spates Construction
Allison Sturtevant & Laurel Laing
Dr. Peter & Mrs. Lona Stuart
Dr. Robert & Mrs. Carol Trembley
Mahmood Vaezzadeh, MD
Mr. & Mrs. Thomas G. Wagner
Gregory Walker, MD
Dr. & Mrs. Gene Wu
Katherine Young

PATRONS
(\$1,000 - \$4,999)
Anonymous (2)
Shawn & Kathryn Austin
Dr. Alexandra Bannach
Merrilyn Barry
Ben & Jerry’s Foundation
William Binney
Black Swan Custom Jewelers
Louise and Brian Bonvechio
Pam Brainard & Dennis Percy
Nancy & David Bullock
Denise Carter
Chris & Bettie Caldwell
Century 21 Farm & Forest Realty
Community Financial Services Group
CPS Solutions
Carole Dowd
Thomas & Marlene Frank
Wendy & Alan Franklin
Fred’s Energy
Thomas A. Grime
Dr. Peter and Mrs. Louise Harris
Mark & Eva Hayes
Dr. James and Mrs. Jean Holcomb

SPONSORS
(\$500 - \$999)
ADA Traffic Control
Mr. & Mrs. Thomas Adams

Anonymous (2)
Dr. Megan Batchelder
Katy Bouchard
Dr. Marc and Mrs. Laura Bouchard
Linda Burke
Cigna
Jon Comtois

David Cunningham
Leslie & Jeremy DeLabruere
Anita Flagg
Reene Fontaine & Dan Royer
Lynn Fortunati
Forvis
Mr. & Mrs. Keith Gee
H.P. Cummings Construction Company
Matthew Gray & Dr. Weili Gray
Dr. John & Mrs. Wendy Lippmann
Louis Garneau USA Inc.
Drs. Will & Sarah Manning
Isobel Marks
Susan Maxwell-Thompson
Dr. Sarah McAuliff
Dr. Tyson McKechnie
Mr. & Mrs. John P. Monette
Morrison Management Specialists
Laurinda Maxwell & Roger Guisinger
Newport Daily Express
Mr. & Mrs. Edwin Nilson
Rita Gage
Poulin Grain
Ginette Provost
Mr. & Mrs. Fred Purkey
Brandy Robillard
Denise Rossignol
Dr. Russell Sarver
Dr. & Mrs. Larry Sisson
France Smith & Don Piette
Spates Family, LLC

Ellen & Michael Stanley
David and Wanita Thompson
Mr. Dennis & Mrs. Virginia Ullery
VT Electric Co-op
Steve Wright
William Wright & Diane Canning
Ralph & Wendy Zimmerman

SUPPORTERS
(\$100 - \$499)
Acadia Benefits
Mr. & Mrs. Alan Aiken
Dr. Steven & Mrs. Julie Anisman
Anonymous (10)
Sue & Frank Antonelli
AudioCarve
Amy Barrup, PT
Mr. & Mrs. Ben Batchelder
Debra Beauchesne
The Belfry
Benevity Community Impact Fund
Benoit Electric Inc.
Courtney Berry
Richard Bickford
Donna Wiegand Bicknell
Mr. & Mrs. Howard Birchard
Janet Blais
Mr. & Mrs. Norbert Blais
Blanchard Oil
David Blodgett
Mr. & Mrs. Edward F. Borden
Dr. David Bourgeois
Heidi Broe
Tim Bronson
Heidi Brown
Marjorie Brown
Building Bright Futures

Peter Burrington
Mr. & Mrs. Richard Carbonetti
Mr. & Mrs. Stephen Card
Joan Carpenter
Rory O. Carr
Mr. & Mrs. Roger Cartee
Casella Waste Systems, Inc.
Merle Chilcott
Circle of Friends
Claude Paul Construction
Columbia Forest Products
Jean Condon
Conley Country Real Estate
Shannon & John Couture
Denise & Bob Currier
Kristi & David Curtis
Curtis-Britch & Bouffard Funeral Homes
Paul R. Cutting
Gerald M. Danielson
Rose Davis
Mr. & Mrs. John DeLabruere
Kathy & Bill DiCarlo
Colleen Doty
East Side Restaurant & Pub
Nancy & Peter Engels
Trevor Evans
Irene Farrar
Richard Felske
Lee Fitzgerald-Pierce
Mr. & Mrs. Douglas Flint
Joyce Flint
Mr. & Mrs. Frank Follett
Audrey Frizzell
Mr. & Mrs. George Fuller
Bev Gage
Laura Gagnon
Melissa & David Gallup
Lauren & Gary Gillespie
Alex Giroux
Ervin Goodwin
Thom Goodwin
Mr. & Mrs. Craig Goulet
Mr. & Mrs. Arnold Gray
Mr. & Mrs. Chester Greenwood
Mr. & Mrs. William Halstead, Jr.
Mr. & Mrs. Ian Hamby
Scott & Lisa Hammond
Mr. & Mrs. Brian Hampton
Mr. & Mrs. Glenn A. Hankinson
Dorothy Hathaway
Hayes Ford Lincoln
Don Hendrich & Lynn Jenness
Hickok & Boardman Insurance Group
Matthew & Amy Hiliker
Sarah Hoadley
Mary Hoadley
Hope Guisinger
Jennifer Hopkins
Mr. & Mrs. Chad Horvath
Mr. & Mrs. Donald P. Hunt
Steven Hurd

Image Renewal Service
Richard Jacobsen
Jay Village Inn
Chris Johansen
Mr. & Mrs. Robert Joslin & Family
Mr. & Mrs. John P. Keenan
Lillian Kelley
KGA
Gary Kuron
Mr. & Mrs. Gary Laber
Grace M. Lafont
Kathleen LaFratta
Charlie & Melissa LaGoy
Rosemary Lalime
Chantal Lampron
Lapierre’s Decorating Center
Lesley Rae Larsen, MSN, CNM
Rose Lemieux
Leroux Bros. Auto, Inc.
Clemence LeBlond
Dr. & Mrs. George Linton
Jessica & Daniel Lyon
Mr. & Mrs. Richard F. Lyon
Mr. & Mrs. Denis Lyster
Kimberly Major
Mr. & Mrs. Patrick Malaney
Marilyn Maxwell
Barbara McRae
Jim & Bonnie McWain
Memphremagog Press
Gail Meunier
Paul Monette
Terri A. Monroe
Bruce & Mary Muir
Nadeau’s Plumbing & Heating, Inc.
Pamela Nemeth
Rita Nye
Newport Optical
Dr. Denise Niemira
Nancy Noble
NCH Leadership Team
NCH Patient Financial & HIM Teams
NCH Senior Team
Newport Farm & Garden
Mr. & Mrs. Ward Nolan
Northeast Vision Center
Fred & Joyce Oeschger
Faith Olsen
Orleans County Sheriff’s Department
Orleans County Snowmobilers
Janet Osborne
Rep. & Mrs. Woodman Page
Ted & Karlene Parrish
Mr. & Mrs. Richard Pettengill
Amy Pickering
Jacqueline Pomerleau
Mr. & Mrs. Steve Pratt
Mr. & Mrs. Michael Raboin
Mr. & Mrs. Ernst Reichert
William Rice
Bobby Jo Rivard

Sarah & Oscar Round
Roger Routhier
Chris & Jaime Royer
Joan Sanborn
Joan Sbarra & John White
Elaine Schurman
Michael & Donna Sanville
Homer & Janet Selby
Barbara Sherman
Dr. & Mrs. Durward Starr
Mr. & Mrs. Gregory Starr
Mr. & Mrs. Stephen Starr
Mr. & Mrs. Jimmie Steelman
Samantha Stevens
Linda Studer
Marilyn Styles
Scott & Julie Taylor
Taylor-Moore Agency
David Teller
Mr. & Mrs. Kevin Therrien
Mr. & Mrs. Lawrence Thompson
Transamerica
Fay Valley
Andrea Van Woert
Mr. & Mrs. Peter Vinton
Theodore von Schoppe
Mr. & Mrs. Delvin Warner
The Wellness Center Fundraisers
Mr. & Mrs. Richard White
Mr. & Mrs. Andre Williams, Jr.
Mr. & Mrs. John Wilson
Mr. & Mrs. John O. Ward, Jr.
Stephen G. Wilson
Mr. & Mrs. Alan Wing
Mr. & Mrs. Mark Wright

FRIENDS
(up to \$99)
Amazon Smile
Bruce Amsden
Roger St. Aubin
Judith Ballinger
Marie Barbier
Anonymous (13)
Nikki Bathalon
Debra Batista
Linda Benway
Scott & Melinda Birch
Mary Jo Bishop
Deborah Bouchard
Carol Boucher
Grace Boudreau
Constance Bowen
Nancy Bowen
Sherry Bowers
Mr. & Mrs. Arnold Brassard
Mr. & Mrs. Maurice Brasseur
Mr. & Mrs. Alfred Briere
Christine Brown
Anita Burke
Linda Burns

Mary Butler
Ida Cadieux
Cajun’s Snack Bar
Mr. & Mrs. Allen Carpenter
Laura Carpenter
Nancy Carter
Nancy Castle
Johanne Champaign
Hillary Chase
Mr. & Mrs. Maurice Clark
Sara Clark
Community Circle – CNB
Jaime & Jonathan Comtois
Christina Cotoir
Country Thyme Vermont
Joan Craig
Amy Crouch
Danielle Currier
Dr. Andrea Dale
Tim Daley
Kristin Danna
Mr. & Mrs. Clair E. Dane
Bonnie Davis
Mr. & Mrs. Robert W. Davis
Mike Desjardins
Jennifer Desroches
Mr. & Mrs. Jacques Deziel
Paul Diette
Don’s Auto Service
Jillian Donovan
Barbara Edwards
Karen Egan
Lisa Erwin
Adam Farrar
Shellie Floriani
Jordan Flynn
Val Fontaine
Melvidene Fortin
Mr. & Mrs. Rosaire Fortin
Lynne Fortunati
Leona Fritsch
Meghan Fuller
Mr. & Mrs. Roger Gagnon
Viateur Gagnon
Roger & Diane Geoffroy
Evelyn Gilbar
Mr. & Mrs. William Gilding
Ginny Lynn Salon
Michael Glodgett
Carol Godin
Dr. Steven Goldstein
Kelley Goulet
Mr. & Mrs. James Gray
Mr. & Mrs. Floyd Griswold, Jr.
Carolyn Hannan
Sharon Haynes
Mr. & Mrs. Francis B. Healey
JC Hines
Mr. & Mrs. Donat Houle
Rhonda Howard
Maddie Gage

FRIENDS (Continued)

Billie and Greg Howe

Joan Huguenin

Brenda Isabelle

Carol Jackson

Mr. & Mrs. Leon Jaworski

Jay Focus Group

Barbara Jones

Mr. & Mrs. Kenneth Johnston

Mr. & Mrs. Matthew Kiley

Chris & Lynn King

Brian Kirsch

The Kneaded Space

Kyle Kovacevich

Marilou Kozak

Lianne Kramer

Mr. & Mrs. Paul Lahar

Kim Lantagne

Amanda Letourneau

Alice Letourneau

Life in Christ Fellowship

Kristen McAllister

Brenda MacDonald-Kuper

John Marnell

Joan McAllister

Mr. & Mrs. Patrick McGinnis

Jennifer McReynolds

Jessica Maurice

Dr. Jennifer Menon

Kate Meunier

Christina Montminy

Susan Morin

Mariah Morley

Dr. & Mrs. Thomas A.E. Moseley, III

Newport Village Market

Jean Norris

Margo Norris

North Country Hospital Employee

Dress Down Participants

North Country Radiology, PC

Elizabeth Obermann

Patricia Oleson

Orleans Country Club

Patsy Ouellette

Michelle Page

Dr. Cathy Palmer

Jana Parker Abigail Paul

Dr. & Mrs. Stanley Pekala

Carol Pepyne

Lynn Perry

Denise Pigeon

Mr. & Mrs. Kenneth Pine

Sylvie Plante

Mr. & Mrs. Nathan Porter

Mr. & Mrs. Norman Raboin

Catherine Reinstein

Mr. & Mrs. Worthy Reynolds

Carl Roberts

Rebecca Roman

Mr. & Mrs. Thomas Rooney

Madeleine Roy

Salon C'est Beau Pottery

Bonnie Rich

Sally Rivard

Charlotte Royer

Mr. & Mrs. David Sargent

Nancy and Jim Scherer

John Scully

Stephanie Shashore

Francis Sheehy

Ashley Shinkwin

Ernestine K. Sloan

Angela Smith

Beverly Spaulding

Kate Stallman

Sen. & Mrs. Robert Starr

Lisa Ste. Marie

Richard Ste. Marie

Faith Stenger

Lisa Stevens

Lyndsay Sykes

Penny Thomas

Brigitte Thompson

Mr. & Mrs. Lawrence Thompson

Chelsea Trucott

Mr. & Mrs. Gerald Turgeon

Jennifer Turgeon

JT Turner

VT Pie & Pasta

Charlotte Vinal

Nicki Vonheeder

Theodore von Schoppe

L. Fay Waterhouse

Donna Weigand Bicknell

Whippletree Winery

Desiree White

Sabrina White

Linda Wilkie

Donna Willis

WindowBox Gift Shop

Christine Wolf

William Woolsey

Susan Wright

Mr. & Mrs. Neil C. Young

