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Blue Wrap, New App Earn Vizient Recognition

UVM Medical Center has received national recognition for sustainability and supply chain excellence. Both awards reflect our organization’s commitment to stewardship of resources.

**SUSTAINABILITY EXCELLENCE AWARD**

Since 2010, we have led a grassroots effort to expand recycling of blue wrap - the plastic fabric that encases surgical supplies. In 2010, OR staff began collecting blue wrap for recycling. When it turned out that Casella, our waste hauler, did not accept certain specialty plastics, we identified an out-of-town vendor, who could accept the material. Staff volunteered to pack blue wrap by hand for delivery to the recycling site, and educated staff on recycling protocols through in-service training, department meetings, video and more.

With support from our Environmental Services team, our clinical staff, supply chain and Casella, the UVM Medical Center has implemented a hospital-wide program for collecting and shipping clean blue wrap. A team from Environmental Services coordinates pick-up locations and trains staff on recycling segregation, ensuring efficient delivery of blue wrap from the OR to a clean receptacle for transport to the loading dock for pick-up by Casella. Casella also began collecting blue wrap in three additional departments: Endoscopy, the Clinical Research Center and the Medical Intensive Care Unit.

Over the past six years, this program has flourished: the UVM Medical Center has expanded blue wrap collection to nine sites and recycled 32 tons of blue wrap.

This is the second award presented to UVM Medical Center for sustainability. In 2016 UVM Medical Center/Periop Services/Supply Chain received the Sustainability award for single-use device reprocessing.

**SUPPLY CHAIN RECEIVES INNOVATION AWARD**

Vizient has recognized us with a Supply Chain Management Excellence Award in Innovation for an effort aimed at using technology to collaborate with physicians to maintain/enhance quality and manage costs.

“By having the ability to simultaneously consider functionality, size and cost across the spectrum of vendors, we can make better-informed decisions about the appropriate device for a specific patient need.”

**CHARLIE MICELI, CHIEF SUPPLY CHAIN OFFICER, UVM HEALTH NETWORK**

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Supply Chain Officer. “Ultimately, this will translate to major cost savings and improved use of high-end technology where it is crucial to patient care and outcomes.”

Because this application was so successful, it was also rolled out at UVM Health Network partners Champlain Valley Physicians Hospital in Plattsburgh, New York and Central Vermont Medical Center in Berlin.

As a result of this cost management initiative, UVM Medical Center was on track to save roughly $1 million in the fiscal year ending Sept. 30, 2016; Champlain Valley Physicians Hospital is projected to save over $600,000 and Central Vermont Medical Center about $15,000.

Doctor of Nursing Student Creates Breast Density Education for Providers

University of Vermont (UVM) Doctor of Nursing Science (DNP) Class of 2018 student Heejung Charron, RN, BSN, has created an online provider education PowerPoint presentation to support providers in counseling patients with dense breasts. Heejung is collaborating with her project mentor, Sally Herschorn, MD, Medical Director and Division Chief of Breast Imaging and Vice Chair for the Patient and Provider Experience in Radiology.

The aim of this project is to provide clinicians with an educational reference when counseling and making shared decisions with individual patients whose mammogram indicates dense breast tissue. To address what the new breast density notification law means for Vermont providers and its clinical implications, provider educational references were created to care for patients with dense breasts in the clinical setting. The DNP project applies current evidence-based interventions to support practice change. The online audio PowerPoint covers the implications of dense breasts and important things to consider when counseling individual patients with dense breasts, including:

- Examination of the current screening mammography guidelines
- Discussion of risks associated with having dense breasts
- Description of which women might benefit from additional screening modalities: ultrasound and MRI
- Explanation of the benefits and disadvantages of supplemental screening for women with dense breasts
Vermont’s sole Congressman Peter Welch held a press conference on Monday, September 11, 2017 at the Larner College of Medicine to discuss the impact of the cancellation of the Deferred Action for Childhood Arrivals (DACA) program. The decision to hold the event was prompted by a letter written to Representative Welch by first-year Larner College of Medicine student Juan Conde, a DACA recipient who was brought to the U.S. with his brother by his mother when he was nine years old.

UVM President Tom Sullivan, who last week announced he was among more than 600 presidents of public and private colleges and universities across the country who signed a statement in support of the DACA program, opened the press conference with a statement on the university’s pledge to support and protect the identities of its DACA students.

“\textit{I am determined to help Juan and 800,000 Dreamers, including 42 in Vermont, remain in this country. We need their example, and we need the benefit of their contributions.}”

\textbf{REPRESENTATIVE PETER WELCH}

Rep. Welch spoke after Sullivan, sharing his support for DACA beneficiaries like Conde, whose willingness to share his story helps paint a picture of the undocumented individuals in the U.S. who have, up until last week, been protected by DACA. In a September 12 post on his Facebook page, Rep. Welch said, “I wish President Trump was with me yesterday at The Robert Larner, M.D. College of Medicine at The University of Vermont to hear the inspiring and poignant story of first year medical student Juan Conde. Juan is a Dreamer who came to this country when he was 9 years old. Against all odds, he earned a PhD in biochemistry. DACA opened the door to medical school for him. Inspired by the tragic death of his mother from cancer, Juan hopes to one day find a cure to cancer and specialize in oncology. I am determined to help Juan and 800,000 Dreamers, including 42 in Vermont, remain in this country. We need their example, and we need the benefit of their contributions.”

Conde shared his story following Rep. Welch’s remarks and was followed by classmate Reed Hauser, who delivered a statement of support for Conde and other DACA students at UVM.

Try the Five Senses Mindfulness Exercise
Our senses connect us in meaningful ways to the world around us. \textbf{Try this mindfulness exercise.}
A Culture of Safety

A strong Safety Culture has been identified as an important factor in providing safe, high-quality care.

In this video, learn about some of the key components of a strong culture of safety:

• Recognition of the complex, high-risk nature of what we do
• A “Just Culture” provides a framework for ensuring balanced accountability for both individuals and the organization
• Ongoing collaboration across disciplines to seek solutions to patient safety problems
• Organizational commitment of resources to address safety concerns

Note: This video is designed for use in Internet Explorer.

Pre-Fab Approach Enhances Efficiency of Miller Building Construction

Safety, quality and efficiency define the construction of the Miller Building. As part of this focus, some of the building’s walls were pre-fabricated, constructed off-site in the Holly Court Warehouse. This is one of many factors contributing to the overall efficiency of the project.

The structures built off-site included:

• 112 shower walls
• 112 toilet room sink walls
• 168 infection prevention handwashing sink walls
• Eight clinical service sinks
• 16 medical zone valve boxes

The main benefits of prefabrication are:

Safety – All the walls were built in a warehouse environment on work benches. This meant that no ladders were required and the warehouse environment allowed for more free areas for proper tool and material storage.

Quality – The fabrication of the walls occurred in a sheltered, climate-controlled environment. Typically these walls would be built in the field, leaving the job site subject to Mother Nature. Because the walls were built in an assembly-line fashion in a safe environment, the quality of the product is better.

Schedule – All of these walls were built while the construction of the superstructure of the Miller Building was underway. Normally these activities would be “stick built” in the field after the superstructure is complete. This approach reduces the overall construction time.

“This work is one more example of the many ways in which we at the UVM Medical Center partner with others to engage in processes that reduce waste, save time and improve quality and safety. I want to thank the many staff who have devoted significant time and resources to this effort.”

DAWN LEBARON, VICE PRESIDENT, HOSPITAL SERVICES
2017 Quality Symposium Builds on Patient- and Family-Centered Care

“The telling of real patient stories renewed both my belief in the importance and power of patient- and family-centered care and my commitment to working towards improving the family experience. It is what we would all want for our own families.”

BARBARA HENLE
ASSISTANT NURSE MANAGER, NICU

“It is wonderful to see the organization embrace Patient- and Family-Centered Care. This conference affirms the great work of the UVM Medical Center to be sensitive to the needs of those in their care.”

KATE STEIN
PATIENT- AND FAMILY-CENTERED CARE ADVISOR

“Belonging’ is the word that best captures my experience while participating in the Patient- and Family-Centered Care Symposium. Listening to health care staff express their vulnerabilities in moving toward a practice which truly partners with patients and their families was incredibly humanizing. UVM Medical Center has committed to providing care that is not to, or for, a patient but, instead, is with a person.”

KRISTIE REED
PATIENT- AND FAMILY-CENTERED CARE ADVISOR
Staff Make a Level I Trauma Center

In June of 2016 the American College of Surgeons (ACS) re-verified UVM Medical Center as a Level I adult trauma center and a Level II pediatric trauma center through October of 2019. This was the culmination of an on-site visit in October of 2016. Level I adult status is the highest status a trauma center can receive and confirms the strict criteria set by the ACS is met.

Level II pediatric status requires much of the same criteria as Level I pediatric status except the volume requirement is lower. Level I status is often seen in high population areas or stand-alone pediatric hospitals.

Profiled here are just a few of the many staff who help us provide the best possible care to all injured patients at UVM Medical Center.

JESSICA LANGER, RN
Jessica Langer, RN, Care Coordinator, Baird 6, grew up coming to work with her mother, who was an RN in Dialysis at the Medical Center Hospital of Vermont. From there, it was only a matter of time before she decided to become a nurse herself.

She started as a staff nurse on Baird 6, and over time transitioned to her current position as care coordinator. In this role, she acts as a liaison between the trauma team and Baird 6 nursing staff. It’s complex, challenging work, as many of these patients are very sick, and there is much to be communicated to the patients and their families as they transition between the ICU and Baird 6.

As part of this work, she acts as a point person for the family – “a constant familiar face,” as she describes it. The rewards of this work are immense. “I love building relationships with the patients and their families,” she says, “helping them through some pretty dark times.”

There are plenty of challenges as well. The illnesses and injuries of this patient population are unpredictable, and the patients range from very young to very old. Staff keenly feel the suffering of these patients and their families. “You realize that something can happen in an instant,” says Jessica, “and this daily recognition can take a toll on all of us.”

But amidst these challenges, there is the great joy of being there for the families, and of being part of a team that is skilled at working together in a cohesive, efficient way. “You really feel that you are helping people,” she says. “It’s as simple as that. And having a skill, working with others who are skilled, provides a great sense of accomplishment.”

SHIRLEY GADBOIS, RN
A career in nursing wasn’t originally on Shirley Gadbois’ radar. With a BA in health and fitness and a Master’s in physiology, she started out working in a rehab facility in Rochester, NY, followed by cardiac rehab in Arizona.

Somewhere along the way, she fell in love with Cardiology – and that’s what led her to nursing school in California.

From there, love and marriage followed and when Shirley and her husband began thinking about starting a family, they decided on Vermont, where Shirley took a job in our Cardiac Rehab facility. After

"Becoming a verified pediatric trauma center provides recognition of the availability and delivery of high-level trauma care the University of Vermont Children’s Hospital for the children of our region.”
KENNITH SARTORELLI, MD, DIVISION CHIEF, PEDIATRIC SURGERY

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a few years there, she moved on to the Emergency Department, “looking for a change,” followed by several years working as part of our Critical Care Transport team, then in the Cath Lab, and then back to the Emergency Department - where she’s been ever since.

Of the challenges working in emergency care, she says she likes not knowing what’s going to happen every day. But, most of all, it’s the team that she appreciates the most. “Our EMTs, our nurses, our physicians, our PAs – we all work together; we all have each other’s backs. We all learn from each other. No one’s afraid to ask for help.”

And their shared focus on their patients only strengthens this bond. “We’re here to take care of our patients,” she says. “It’s really as simple as that. We often see difficult things; our volume can be challenging – but the rewards of helping people when they need it are huge.”

And finally, she says, “There’s a great deal of mutual respect between nursing, trauma and EMS staff. Everybody really wants to do a good job.”

Isabelle Desjardins Named CMO

Isabelle Desjardins, MD, has accepted the position of Chief Medical Officer (CMO) for the UVM Medical Center, effective October 1. She succeeds Steve Leffler, MD, who in April became the Chief Population Health and Quality Officer for the University of Vermont Health Network.

Dr. Desjardins is an attending psychiatrist and associate professor of Psychiatry at UVM’s Larner College of Medicine. As CMO, she will have responsibility for providing physician executive leadership, direction and administration of medical management, including the integration, coordination and improvement of clinical care and patient safety for the UVM Medical Center.

Dr. Desjardins has held clinical leadership roles at the Medical Center since she arrived in Burlington in 2003. Currently, she is Vice Chair of Clinical Affairs for the Department of Psychiatry, the Executive Medical Director of the Vermont Psychiatric Care Hospital in Berlin, and the Medical Director of Inpatient Psychiatry at the Medical Center.

A native of Quebec, Dr. Desjardins earned her medical degree at the University of Montreal and completed her psychiatry residency training and geriatric psychiatry fellowship at Emory University in Atlanta, Georgia. Her research has focused on identifying predictors of suicide and developing a tool to help non-psychiatrists identify patients at risk of suicide.

Dr. Desjardins was selected in a search process that was opened to physicians throughout the Network. She will continue as a part-time attending physician in The University of Vermont Health Network Medical Group.

JILL FEDERICO, RN
Manager PRISM, Inpatient Clinical and Technical EHR

“We all have the capacity to be kind and generous to others. I believe bringing this positive energy to work every day plays a part in helping our patients to heal.”
Tucked away in a room off the cavernous main area in Holly Court is a smaller (no one could say any room in the facility is “small”) area chock full of boxes, chairs and more, with no apparent order other than small signs that say “inventoried by Patty” or “not inventoried by Patty.”

The “Patty” in question is Patty Fallows, formerly of Neurology, and now working here on a part-time basis to help coordinate the gathering, organizing and dispensing of medical supplies to organizations in need around the world.

It all started innocently enough, when, working in clinical research in Neurology, Patty noticed that expired lab kits would just be thrown out. “That didn’t seem right to me.”

Since then, the business of not wasting supplies has become a part-time career during her “retirement.” Once a quarter, she leaves her home in Saco, Maine for Holly Court, where she spends a week going through equipment that has been donated, cataloguing it and working with her contacts around the world to see where it will be most needed.

Over the past year, Patty and her colleagues Nate Frigo, Jeff Martel and Richard Cruickshank have made it possible for our Network to ship 104,000 pounds of surplus medical equipment to places in need.

Working closely with Medshare, an organization that does the actual sending of the supplies, Patty and her team at Holly Court have made it possible for organizations in places like the Phillipines, the Congo, Vietnam, Uganda and Afghanistan to receive vital supplies such as exam gloves, dialysis solution, catheters, orthopedic equipment and EKG machines – to name just a few.

Back up that work are Nathan, Jeff and Richard, who coordinate the delivery of the equipment from around the Network, and help prepare it for transport – from shrink-wrapping to coordinating with Customs.

Complicated logistics aside, the emotional dividends of this kind of work pay off for all involved. “Just knowing that we are helping to make a difference in people’s lives by getting medical equipment where it is needed is so rewarding,” says Patty. “We’re all happy to play a part.”

“Technology has been evolving constantly since the beginning of the IT timeline. One thing has remained constant – the need for reliable computer software. I strive to make my work as reliable as humanly possible.”

MICHAEL GOLOVACH
Programmer Analyst
IS Application Services

Patty Fallows, Nate Frigo, Jeff Martel and Richard Cruickshank
Imagine you have a great idea that you think would improve patient care. For many of us, the inspiration stops there because we don’t have the funds or support to bring that idea to life.

Enter the UVM Medical Center Fund. This fund pools philanthropic gifts from our community to support the areas of greatest need at our medical center. For the first time this past spring, employees of the UVM Medical Center, including physicians, were invited to submit a grant application requesting funds to support initiatives they are passionate about and believe would ultimately improve the quality of our patient- and family-centered care. Twelve applications were received and reviewed by a committee comprised of leadership, staff and volunteers from across the Medical Center – further ensuring that these initiatives have the full weight of our community – and five were ultimately chosen by the UVM Medical Center Foundation Board.

Here are just a few of the ideas that were awarded grant funding:

- The number of nurses with BSNs in an organization has been shown to have a direct, positive impact on patient outcomes, including mortality, hospital-acquired conditions and length of stay. The focus of this project is to provide funding to help several nurse managers return to school to earn their BSN.

- Inpatient Psychiatry will create an exercise room for inpatient psychiatry patients on Shepardson 3, modeled after the one currently in use on Shepardson 6 – to use exercise and fitness to help build healthier coping skills.

- Employee Wellness will train two individuals in Stress Management and Resiliency Training (SMART). Each trainer will then facilitate one eight-week SMART training to a group of 20 patients with chronic conditions.

The application deadline for the fall round of UVM Medical Center Fund Grants is October 27, 2017. Learn more about the application process.
Get Your Flu Shot!

It’s that time of year again – the days are getting shorter and the sun is making fewer appearances. Just around the corner is flu season, and that means it’s time for us to remind you about our responsibility to stay as healthy as we can for our patients, their families and the community-at-large.

This year we aim to make great strides in meeting our regulatory requirement of a 90% employee flu vaccination rate by 2020. As an incentive, your flu shot can earn you $35 back in a future paycheck. Simply register your flu shot as your 2017 $35 preventive health activity on the Employee Wellness website. And you don’t have to get your vaccination here – if it’s easier for you to do it off-site, just bring in documentation to Employee Health to ensure you are included in the employee vaccination rate, and remember to log it on the Wellness portal.
Fiddlehead Fundraiser to Benefit UVM Children’s Hospital

Manager Amy Cohen, along with her husband and Fiddlehead owner, Matt, are hosting a special benefit event for the UVM Children’s Hospital on Saturday, October 21st, Mastermind After Dark.

In the past the generosity of Team Mastermind has supported the renovation of the play and teen rooms in the Children’s Hospital. Funds raised will be used to support critical needs in the Neonatal Intensive Care Unit.

This very special event will feature raffle prizes, hors d’oeuvres, desserts and Mastermind Double IPA and other surprise Fiddlehead beer offerings!

Employee Discount

Attention Skiers! The 2017 - 2018 Season ticket discounts are now posted on the employee discounts webpage. The deadlines are approaching soon, so don’t wait to get the best deals!
The Art of Listening

Nicky Ford’s leap into the world of patient advocacy began inauspiciously, in an elevator.

A nurse on one of our cardiovascular units, she bumped into Meredith Moses, Manager of Patient Advocacy, and happened to mention that she was looking for more shifts. Moses asked if she had ever considered Patient Advocacy. “I knew Nicky – she’s very thoughtful, easy to talk to, and a great listener,” says Moses. “I thought it would be a great fit.”

Those instincts have played out well in the years since their elevator encounter. Initially, Nicky worked part-time in Patient Advocacy and continued working at the bedside too. But in 2013, she shifted to working exclusively in Patient Advocacy. “I put my last IV in on December 11, 2013.”

Turns out, her work with patients and families suits her interests and talents. “Our job,” she says, “is to help people navigate a complex hospital system with empathy and efficiency.” It is a job that can be fraught with challenges. The vast majority of issues she works on involve breakdowns in communication or coordination of care – and these are sensitive and often tricky to negotiate. She works closely with our clinical staff and the Patient Advocacy team to work towards a satisfying resolution of patient and family concerns.

Having direct patient care experience is a requirement for the job. All of our patient advocates are registered nurses, and their work often involves sifting through the medical record. They are a diverse group, coming from the OR, Case Management, Dialysis, Community Health Improvement, Psychiatry and the ICU – providing a deep reservoir of knowledge, experience and relationships.

“There’s a lot of sleuthing,” says Nicky to understand the medical issues and to identify the underlying needs of the patient and family. Advocates work closely with clinicians, patients and families to help in a variety of scenarios:

Any staff are encouraged to call us as a resource for facilitating communication, to help them negotiate challenging situations and as a sounding board. How to contact us:

Our hours are M-F, 8 am -430 pm
Office of Patient and Family Advocacy
Smith 306
Main Campus
UVM Medical Center
Email: patientandfamilyadvocacy@uvmhealth.org
Phone: 802-847-3500,
M-F, 8am -4:30 pm

A family member may call in from an inpatient unit seeking clarity about communications regarding their loved one’s plan of care.

A physician might call with a challenging patient-family situation seeking support/advice.

A patient or family member might call with issues around access to care, such as getting an appointment in a timely fashion or a delay in a response to a telephone inquiry.

An essential part of the advocates’ work is listening. Nicky admits this was a learning experience for her,

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because she is one of those people who wants to jump in quickly and offer solutions to a problem. “Patients want the opportunity to tell their story. First, they want to be heard. They want you to sit and listen, to empathize. And then they will be ready to work with us on some solutions.”

Over the years, Nicky has perfected the art of listening. Working with clinical staff is key to the whole process. “We want our clinicians to see us as a helpful resource,” she says. “They are superb providers, doing their very best. It’s incumbent upon all of us to work together.”

In the end, says Nicky, the most rewarding aspect of her job is “knowing that through collaboration, we’ve not only resolved their concerns, but also helped regain their trust and confidence in our hospital and its staff.”

And Nicky has a special perspective on patient concerns. “Every complaint is a gift,” she says, “because you learn from it. This is how we improve our services every day.”

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### AWARDS & RECOGNITION

**UVM Medical Center Earns Award, Credit to Put Toward Software**

The UVM Medical Center has been recognized by our software vendor, Epic, for efforts to draw the most value from our software investment while improving the health and wellness of the community. Because of our high performance in the “Honor Roll” program, the UVM Medical Center is receiving a credit of $188,000 to use on future invoices from the software company.

The honor roll program recognizes best practices that are essential for long-term success. The UVM Medical Center team was recognized for making the hospital’s software system easier for physicians to use, allowing patients to schedule appointments and receive test results online, and staying current with health care technology by upgrading features and exchanging ideas with other world class organizations who use the same tools, among other efforts.

Program components will change over time to offer targets for continued improvement.

**Amy Bourgeois, Ana Anderson, Eli Mattrick Receive Good Catch Award**

Amy Bourgeois, GME Program Administrator and Ana Anderson, Credentialing and Enrollment Specialist, saw suspicious emails in their Outlook inboxes and sent them to the abuse mailbox. Eli Mattrick, Information Security Intern, began investigating and after a thorough analysis and review, the IS Security Team identified the malware in the suspicious emails to be related to a serious global ransomware outbreak. As a result of Amy and Ana’s reports, Eli and the IS Security Team were able to promptly remove the malicious emails from our system and protect the organization from what turned out to be a serious malware outbreak.
Working Together,
We Improve People’s Lives

“I am very lucky to have had such an amazing team of doctors. I am forever grateful to Prospero Gogo, Brendan Fulmer and Frederike Keating. Thank you to all in the UVM Cardiology Department! Because of you, I am alive. Grateful is such an understatement!”

– Lori Farnsworth

AWARDS & RECOGNITION

Special Delivery Earns Good Catch Award

Recently, a pregnant woman gave birth to her baby outside the entrance of the McClure Lobby. David Dennis, Maintenance Technician, Ann Young, CSR Manager, Amira Harambasic, LNA and Amir Kuckovic, Lab Assistant, were the initial bystanders on the scene. They provided care and support to the mother and baby until the emergency medical team responded. Caring for mothers and babies is not part of these employees’ professional background; however, each of them met this emergency situation head on. Their quick thinking and willingness to help is a true testament to their commitment to our patients and families.

UVM Medical Center Receives American Stroke Association Recognition

Once again the UVM Medical Center has been recognized by the American Stroke Association as a Gold Plus primary stroke center.

Hospitals receiving the Get with the Guidelines Gold Plus Achievement Award have reached an aggressive goal of treating heart failure or stroke patients with 85 percent or higher compliance to core standard levels of care, as outlined by the American Heart Association/American Stroke Association for 24 consecutive months.

Congratulations to our Stroke Team!

INTEGRITY & COMPLIANCE INFORMATION

The University of Vermont Medical Center has established a confidential disclosure mechanism through its Integrity and Compliance Hot Line, a toll-free telephone line, to enable employees, residents, staff and patients to report instances of noncompliance and/or make inquiries on compliance issues. The Compliance Hot Line can be reached at: (800) 466-7131 or (802) 847-9430.

Have you or anyone you know here gone to Puerto Rico or any of the other hurricane-affected areas to provide relief work? If so, please email Eleanor.osborne@uvmhealth.org.

We’d love to hear your story.