

2018 Annual Report



Choosing Health

NORTHEASTERN VERMONT REGIONAL HOSPITAL



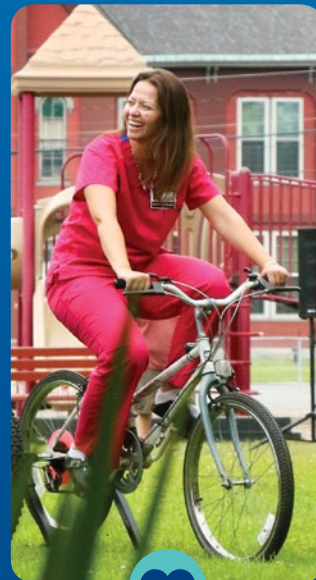
WELL
NOURISHED



WELL
HOUSED



MENTALLY
HEALTHY



PHYSICALLY
HEALTHY



FINANCIALLY
SECURE



The 2018 Annual Report is dedicated to Paul Bengtson,

our CEO for the last 32 years. Under Paul's leadership NVRH expanded its mission to improve health far beyond the walls of the hospital and the limits of the healthcare delivery system. Paul's personal characteristics and professional vision combine to make Paul a leader in our region, our state, and our nation.

Paul is both trusted and trusting. To ensure success, Paul fostered balanced and supportive relationships with co-workers and clinicians, as well as a vast and varied amount of community partners. Colleagues and friends celebrate Paul's persistent and unselfish desire to find innovative ways to improve health and quality of life.

The stories of people and projects in this report highlight just some of the ways NVRH seeks to achieve Paul's vision for a community where everyone is well-nourished, well-housed, mentally healthy, physically healthy, and financially secure. These stories are a tribute to Paul's personal and professional commitment to our mission, our employees, our patients, and all who reside in or visit our communities.





NEK Prosper is a collective of traditional and non-traditional community partners working collaboratively to improve the health and well-being of all people in the region. NVRH is proud to be a part of this effort.

Service to the Community

The NVRH Annual Report for FY18 once again highlights our many community partnerships, our pledge to provide quality healthcare services, and our enduring commitment to our employees, volunteers, medical staff, patients and families.

In this report, you will learn about some of our new services and innovative approaches to today's healthcare challenges, and see new spaces where patients of all ages can heal and thrive.

You will read about the results of our collaborative efforts with local and state partners, as well as the unique and vital contribution NVRH makes under the working framework of our regional Accountable Health Community—NEK Prosper.

Throughout, you will get a glimpse of our holistic vision for all who live, work, or visit our communities. Communities where we all are **well nourished, well housed, mentally healthy, physically healthy, and financially secure.**

	2018	2017
Acute Admissions*	1,425	1,259
Deliveries	203	191
Acute Patient Days*	4,568	4,220
Average Acute Length of Stay (days)*	3.2	3.4
Operating Room Procedures	3,150	3,112
Emergency Room Visits	14,733	14,077
Diagnostic Imaging Exams	18,281	18,843
Laboratory Tests	179,376	182,301

*Excluding Newborns

A MESSAGE FROM BOARD CHAIR

TOM ROBINSON

The Board of Trustees is proud of the major strides taken by NVRH and our physician practices this past year to improve upon the quality of healthcare. June saw the grand opening of the newly renovated Birth Center and the long awaited approval of the Certificate of Need for a new MRI Scanner. Dr. Ryan Sexton, Emergency Department Director, has been working with staff and consultants on a major expansion for the ED, targeted to begin in four years. The Sleep Clinic is also planning an expansion next year in collaboration with North Country Hospital. Collaboration with community healthcare providers continues to be a priority for NVRH as we expand our relationships with the Caledonia-Southern Essex Accountable Health Community — NEK Prosper. And through it all, we continue to be fiscally healthy, ending 2018 with another surplus.

NVRH has been fortunate to have had a strong, steady, innovative, and compassionate leader with the highest integrity over the last 32 years. Our CEO, Paul Bengtson, retired effective late 2018 after guiding our hospital through many challenges in healthcare during his tenure. He leaves our hospital in a strong position to provide quality healthcare for years to come. After a twelve month national search, the Board of Trustees has named Shawn Tester as our new CEO. He assumed the helm in November 2018. Shawn previously served as CEO of Northern Counties Healthcare, one of our NEK Prosper collaborative partners. We look forward to his leadership as he guides NVRH into the future.

The NVRH Board of Trustees extends their deepest appreciation to the management and staff of NVRH for their commitment and dedication to serving the hospital's mission. And we are grateful for the support of our communities in meeting our goals. Respectfully,

Tom Robinson

A MESSAGE FROM CHIEF EXECUTIVE OFFICER

PAUL BENGTSON

To NVRH — as I ride off into the sunset — I say, like the song, “Don’t stop thinking about tomorrow!” That has been my personal approach since I came here to the NEK in November of 1986. As I noted when I first arrived, Vermonters are living in a golden age of healthcare in many ways, although one would be hard pressed to know that given the clarion calls for “reform.”

One of the things I have enjoyed about the people in this part of the state and this hospital is their commitment to the mission to improve the health of the people we serve. If anything comes of this particular annual report, I hope it is the message that this bold hospital — NVRH — continues to directly address the root causes of many of this country’s health challenges. That is a difficult task, but NVRH and its sibling lead agencies — such as Northern Counties Health Care; Northeast Kingdom Human Services; Green Mountain United Way, Northeast Kingdom Community Action; Rural Edge housing; Northeast Kingdom Council on Aging; and The Vermont Food Bank — are enthusiastically taking on these challenges.

In this report you will see just a glimpse of what this work looks like, and who the people are who are joining together to “get the job done” to build a flourishing region. I am aware of many such efforts now being implemented in other parts of the country, and NVRH is truly a leader in this movement of tomorrow. I deeply appreciate and thank all the people at NVRH for making great things happen at this hospital over the years!

Paul R. Bengtson

A MESSAGE FROM MEDICAL STAFF PRESIDENT

TERRY LARSEN

As I look back over the year, I am reminded of the many challenges, changes, and losses that we have faced.

Healthcare has always been a challenge. However, we rise to the challenge, and plan for the future. Dr. Sexton is diligently working on plans for expansion of the ER and soon NVRH will have a new MRI. We have expanded our pulmonology service, and increased our sleep studies capabilities. The efforts of our nursing and administrative staff are key to our success, and I need to recognize a few of these people: Jackie Zaun, Shawn Burroughs, Sharon Mallett, Abby Pollender. Our administrative team works collaboratively with the medical staff, and community organizations to affect the determinants of health and improve the well-being of our community.

We have faced two big changes, the first, was the upgrade to the electronic medical record system. We survived the initial change, and will continue to

adapt to the upgrade. Thanks to Shawn, and his IS crew for a fairly smooth transition. The other change was preparing for the exit of Paul. I had never met anyone who I would call an institution, but I can scratch this off my bucket list now. Paul is a quiet man, but he has been involved with stitching the community together for years. We will all feel a loss upon his retirement. Thankfully we have found a successor and I look forward to working with Shawn Tester.

We have had other losses in retiring staff. The keenest loss of staff for me, was my surgical partner Chris Danielson. The most sobering loss to our community has been the death of two providers at their own hands. This has awakened in all of us a need to take care of ourselves as well as our patients, and that mental health affects us all.

In the future, we will continue to provide good, quality healthcare to our patients and the community as a whole. God Bless,

Terry Larsen, DO



Terry Larsen, Paul Bengtson and Tom Robinson at the nurses station in the newly renovated Birth Center.



Well Nourished



Eating enough healthy food.



Fresh from the Garden

Feeding the Community

The ground was first tilled in the early 1980's to create the NVRH Community Gardens. That is 46 harvests and too many zucchinis to count. Now 28 plots large, the garden also provides a social space for neighbors to exchange gardening secrets while watching their kids grow higher than the weeds. Willie and Elise Nickerson have had gardens for four years. Now their two children, Benji and Eloise, are learning that food comes from the dirt they have held in their hands.



*The Nickerson Family,
St. Johnsbury*

Rebecca Noel and her three sons made lunch at the Courtyard Café a big part of their summer vacation. NVRH participated in the Summer Food Service Program providing children 18 and younger free breakfast and lunch. Children who relied on free or reduced-priced school lunch were able to eat healthy meals all summer long. One in four children in Caledonia County and one in three in Essex County, don't get enough to eat on a regular basis.



Helping Families Eat Healthy

"My kids were excited about trying new healthy items at the Café."



Eat Your Vegetables!

It's true — we are what we eat. A diet that includes plenty of healthy food like fruits and vegetables will reduce the risk of heart disease, diabetes, and some cancers.

The Vermont Foodbank delivers fresh produce to the Neighbors Helping Neighbors food shelf at the Mountain View Apartments each month. Find a complete list of area food shelves and other food resources in the NVRH Healthy Choices newsletter at nvrh.org.



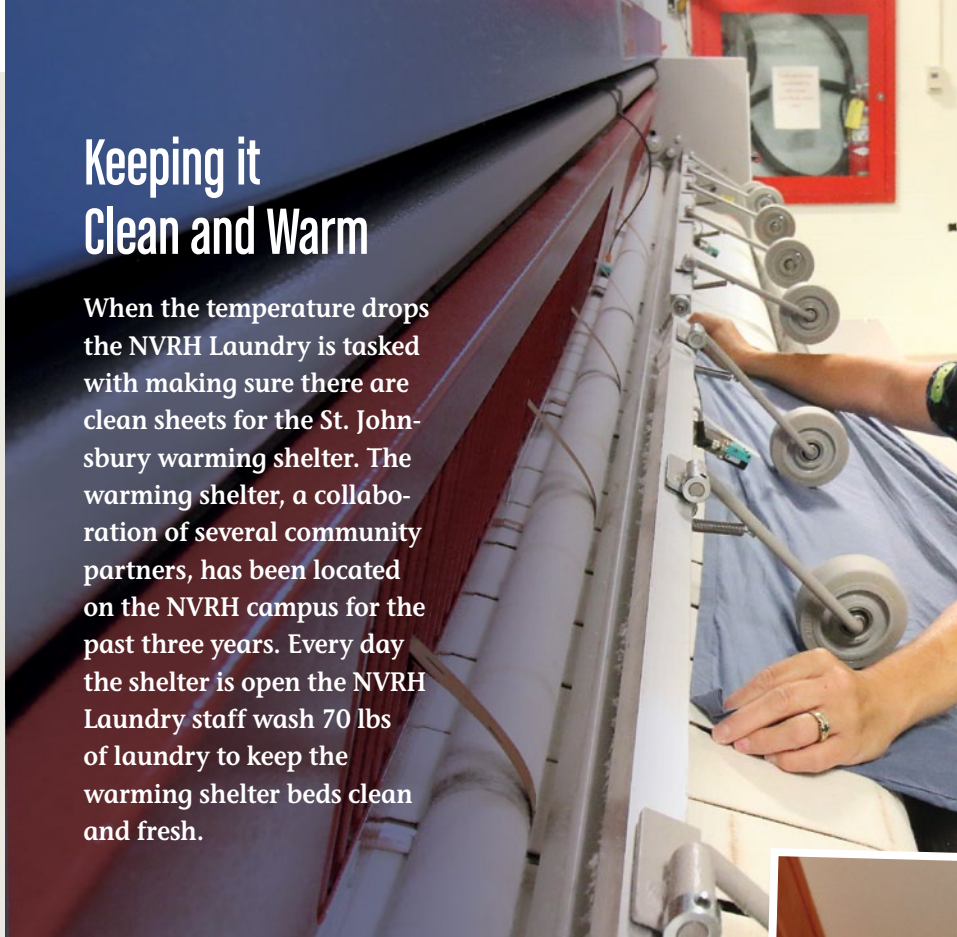
Well Housed



Living in affordable
and safe homes
located in healthy
communities with
opportunities
for positive social
interactions.

Keeping it Clean and Warm

When the temperature drops the NVRH Laundry is tasked with making sure there are clean sheets for the St. Johnsbury warming shelter. The warming shelter, a collaboration of several community partners, has been located on the NVRH campus for the past three years. Every day the shelter is open the NVRH Laundry staff wash 70 lbs of laundry to keep the warming shelter beds clean and fresh.



Healthy Homes, Healthy People

People with respiratory illness are more vulnerable to dust, pets, excessive moisture, pollen and other common triggers found in many homes. Research has shown that removing these triggers can significantly improve symptom control, reduce avoidable emergency room visits, and improve overall health.

This year, NVRH worked with Vermont Energy Investment Corporation, NETO Weatherization, Efficiency Vermont and the Vermont Weatherization Program to offer the Healthy Homes program for people in our region. The program offers weatherization and other home environment improvements for income eligible people with COPD or asthma.

Community Health Workers from the NVRH Community Connections program provided the home assessments, self-management education, and products like HEPA filter vacuums, room air purifiers, “green” cleaning supplies, and mattress and pillow covers.



*Lisa Fessenden,
Lead Laundry Worker*



Mentally Healthy



Coping well with the normal stresses of life, reaching your potential, and contributing to your community.

A Team Approach to Mental Health

Dr. Cynthia Swartz, board certified General Psychiatrist and board-certified Child and Adolescent Psychiatrist, joined NVRH in October 2017.

As the NVRH psychiatric consultant, Dr. Swartz is here to support the work of primary care providers. She takes referrals from primary care to clarify diagnosis and recommend treatment; thus, promoting a collaborative care model of mental health delivery with primary care.

On the medical-surgical unit, Dr. Swartz works with the medical team to address the mental health concerns impacting patients' illness and recovery.

Dr. Swartz with Hospitalist Dr. Michael Rouse and Care Manager Tamara Colten Stevens, RN.



Sandra Bedor, St. Johnsbury





Physically Healthy

=

Maintaining
physical health and
well-being through
healthy behaviors
and medical care.



*Steve Stowell, Jackie Zaun,
and Laural Ruggles log
miles on the bikes.*



Be Like Steve!

Stationary bikes with mileage trackers were set up in Bandstand Park in Lyndonville and Main Street Park in St. Johnsbury in summer 2018.

The bikes fostered a friendly competition between the two towns as part of the Energize 365 Community Wide Campaign to Promote Physical Activity sponsored by NEK Prosper.

Community wide campaigns encourage physical activity by increasing knowledge about physical activity and improving intention to be physically active, as well as creating social networks to provide long-term supportive relationships for behavior change.

Aquatic Therapy in Motion



Joanne Choiniere receives treatment from Jennifer Hemond, MPT

The benefits of Aquatic Physical Therapy are inherent in the unique properties that water provides. Aquatic Physical Therapy is the scientific practice of physical therapy in an aquatic environment. Dan Wyand, PT & Associates offers this service at the St. Johnsbury field house pool under the supervision of one of their physical therapists or physical therapist assistants.

In collaboration with clinic physical therapy treatments, Aquatic PT enhances treatments for patients across the age span with musculoskeletal, neuromuscular, cardiovascular/pulmonary, and integumentary (skin) diseases, disorders, or conditions.

NVRH Providers and Nurses Volunteer at NEMBAfest 2018

Left: Peter Tomczyk, RN

Below: Roger Leroux, RN; Dr. Matthew Prohaska; and Betsy Piburn, PA

Emergency Room providers and nurses volunteered first aid to the 4,300 attendees seeking medical attention at this year's New England Mountain Bike Association Festival (NEMBAfest). The 20-year-old event has grown into a small village of tents, campers and spectators perched in a field on Darling Hill Road in East Burke.



According to Peter "Chief" Tomczyk, RN and NEMBAfest First Aid Coordinator, approximately 100 people were treated for many levels of injuries, from lacerations to more severe traumas.





Financially Secure

=

Earning enough money to support yourself and your family, and not worrying about money.

Knowledge, Equity, Empowerment, Partnership Financial Coaching

NVRH joined with Green Mountain United Way to bring the K.E.E.P. Financial Coaching program to our region. This program trains direct care staff in both financial literacy skills and coaching skills.

These additional skills allow staff to assist clients through a major life change like a disability or job loss; and common financial issues like paying for housing, food, or transportation. The training creates a new group of well-informed and diverse staff who work closely with their clients to truly impact poverty.

Lew Appgar from the NVRH Community Connections program is certified as a K.E.E.P Financial Coach. The training gives Lew one more tool to get clients beyond a crisis and able to focus on longer-term issues to reach their life goals.

Prosperous Communities are Healthy Communities

NVRH supports the economic vitality of our region in several ways.





<u>Income</u>	<u>Expenses</u>
wages	Rent
SSIT	Electric
3	Lew Appar, Community Health Worker, NVRH Community Connections.
	Health
	Food phone

2018 Financial Impact

609 NVRH EMPLOYEES
\$38,465,000
 TOTAL SALARIES PAID TO NVRH EMPLOYEES
\$47,294,500
 NVRH'S ECONOMIC BENEFIT TO THE
 ST. JOHNSBURY COMMUNITY



Northeastern Vermont Regional Hospital was named the "BEST PLACE TO WORK" in Caledonia County in the Caledonian Record Reader's Choice Best of the Kingdom Awards!

Hospitals, like NVRH, contribute to the local economy directly by providing high quality and well-paying jobs to current residents, and attracting new people to live, work, and invest in our region. Money spent by our employees on local goods and services generates additional jobs in other community businesses.

Additionally, access to quality healthcare, like that provided by NVRH, is often named as an important and sought-out service for individuals and businesses looking to stay or relocate in the Northeast Kingdom.



Development

Thank you NVRH Family, Friends, Foundations, Businesses, and Organizations.

NVRH is extremely grateful for the cumulative giving from our supporters received during our fiscal year 2018. These gifts include annual gifts, event support, memorial and in-honor donations, corporate sponsorships, and in-kind contributions to NVRH.

CUMULATIVE GIVING OCTOBER 1, 2017 THROUGH SEPTEMBER 30, 2018.

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Every effort has been made to ensure this report is accurate and complete. Please accept our apology for any inadvertent errors or omissions. We ask that you report any errors or questions to the Development office at (802) 748-7313

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 Michael and Holly O'Rourke

Continued on next page



Donors Provide a Space for Those Who Need it Most

Often a patient is so grateful for their care that they demonstrate their appreciation by becoming a donor. Such is the case with ongoing donors Barbara and Chick Allen.

Barbara spent seven hours in the ER where tests revealed an abnormal amount of fluid around Barbara's lung. General Surgeon, Dr. Terry Larsen, performed an extremely precise procedure to avoid puncturing the lung while removing the fluid.

The Allens knew they could be facing a very serious diagnosis. When they shared the test results with their surgeon at their residency in Delaware, they were told that NVRH had done a thorough job and no other testing was necessary.

It was serious; Barbara discovered she had Ovarian Cancer. During chemotherapy treatments and surgery she never forgot her experience at NVRH: "Thank you for going the extra mile; it helped save my life." Today, Barbara is clinically free of cancer.

The Allen's generous gift was given to the Emergency Department to build a new space where family and patients could wait for test results. Barbara and Chick both knew that when waiting for news during an emergency situation, a quiet comfortable space has great value.

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New Birth Center

The New Birth Center was repurposed to offer a warm, light-filled space that feels more like home than a hospital. There are six LDRP (Labor, Delivery, Recovery and Postpartum) rooms that were designed for the family to stay in a single room, never having to move from one space to another. Murphy beds allow a family member to get rest along with new moms. A birthing tub occupies one room for moms who choose to have a water birth.

The new Birth Center officially opened on June 25th with nearly 300 people passing through the doors and receiving tours by the nursing staff. The next day, Nicholas Kenneth Brazeau, the first child of Kendra and James Brazeau of St. Johnsbury, was delivered. “The new facility is so beautiful, but it was the midwives and nurses who made the whole experience so perfect,” said Kendra Brazeau.

The Birth Center would not have become a reality without the generous support of: St. J Auto, Share the Love Campaign by Subaru of New England, Vermont Broadcast

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Continued on next page



Association, Northeast Sports Net, Appalachian Supply, NVRH Auxiliary, Birth Center staff (9 months of fundraising for the birth tub), Union Bank and many other individuals and businesses.

Kendra and James Brazeau and son Nicholas.



Barbara Stamm
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 James and Joanne Stewart
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 Shawn and Lorelee Tester
 William Thompson
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 White Market

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 and honor their friends and family
 members with gifts to the hospital.

In memory of Catherine C. Amos

Stephen and Carol Amos

In honor of Paul R. Bengtson

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Continued on next page



The Denise Dussault Caron Fund

Palliative Care is a medical specialty that offers medical, emotional, social, spiritual, and comfort care to patients who are dealing with a serious or challenging illness.

With the support and vision of Clem Dussault, Suzi Mudge, and their families the in-patient palliative and end of life care program has expanded its commitment to patient-centered care and family values. Funds are used for, but not limited to “comfort” items for patients and their families and educational support for nurses, all to support and improve the culture of care.

The new Palliative Care Cart offers calming supports such as books, music, and games.



The Gala was held in honor of Paul Bengtson, here with his wife Christine, and daughters Ingrid, Anna, and Grace.

The 2018 Gala

Over 350 people attended the Gala on a beautiful summer evening to raise money for the NVRH Community Health Fund. This Fund awards mini grants to our community partners, insures consistent and continuous funding for health programs and services, and confirms the hospital's ongoing commitment to health improvement.

The 2018 Gala also featured Emmy Award winning artist Rhiannon Giddens in a concert sponsored by the NVRH Medical Staff and our community partners Catamount Arts and Kingdom County Productions.

Many thanks to Kathy Silloway and Jerry Webber who welcomed the hundreds of Gala guests to their home in St. Johnsburry.



- Thomas Ziobrowski and Elizabeth Williams
- Joan Wollrath
- Dr. Anne M. O'Connor and Jane Woods
- Dan And Mary Wyand
- Jacquelyn Zaun
- Ed and Carol Zuccaro
- In honor of Nicholas K. Brazeau***
Kendra and James Brazeau
- In memory of Amariyah R. Brown***
Anne Smith
Kimberly and Deilo Brown
- In memory of June A. Cahoon***
Bruce and Deidre Palmer
- In memory of Denise Angel Dussault Caron***
Clement Dussault
Suzanne and George Mudge
- In honor of Lindsay Carpenter***
The Walker/Van Son Families Charitable Fund
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Jean and Jack Davis
- In memory of Arnold Dolgin***
Steven and Debby Dolgin
- In memory of Christine A. Douglas***
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Richard and Patricia Reed
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Lisa Warren
Joan Wollrath
- In honor of Jean Geremia***
Andrea Kane
- In honor of Gretchen D. Hammer***
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Rosalie Harris
Andrea Harris
- In honor of Rosalie Harris***
Andrea Harris
- In memory of Paul Kane***
Linda B. Kane
- In honor of Nirav Kapadia***
Bob Briggs, Sr.
- In honor of Deborah Keon***
Joseph Martin and Suzanne Bruckner

In memory of Douglas B. Kitchel "Bunker"
Paula Kitchel

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Marylou Miller

In honor of Elizabeth Moyer
Lauren Geiger

In memory of Mulliken Babies
Dianne Chamberlin

In honor of Norris Cotton Cancer Treatment Center
Bob Briggs, Sr.

In honor of NVRH, Retired Nurses, and Ed Staff
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Thomas and Carol Tasker

In memory of Paul R. Sweeney
Phyllis Kehley Sweeney

In memory of Alfred Toborg
Linda Toborg

In memory of Andrew Ward
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In honor of Melinda Warren
Anonymous

In memory of Louis Welcome
Marcia McPartlen

In memory of Virginia T. White
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In honor of Gage White
Kay Hopkins

In honor of Wade White
Kay Hopkins

In honor of Steve C. Nichols
The Walker/Van Son Families Charitable Fund
Bill and Robbi Walker

In honor of Thomas F. Ziobrowski
Employees of Kingdom Internal Medicine

LEGACY GIVING

NVRH is deeply grateful for the thoughtfulness and generosity of the following individuals who have included NVRH in their estate plans.
Anonymous (2)

Jane Arthur
Charles and Wynne Browne
Patricia Burnham†
Frances Conlon†
The Dussault Family
Jim Flynn and Claudia Mosher
Bob and Sharon Fuehrer
Charles† and Hanna Gray
Gretchen and Ken Hammer
Martha Hill and David Price
Marilyn G. Moulton†
Jim and Sally Newell
Thomas Ryan Paul, Esq.
Gregory Ruben Reynolds†
Katherine A. Silloway, DDS and Mr. R. Gerald Webber
Barbara McKay Smith†
Dr. Elaine Stasny

†deceased



Radiothon Raises \$30,000 for Emergency Department Equipment

The annual Radiothon, held on September 6th, reached the goal to purchase a C-MAC Video-Laryngoscope. This portable piece of equipment provides a clear video of the throat of a blocked airway in life-threatening situations. "In a critical access hospital such as NVRH, we need the most advanced equipment, like the C-MAC, in our ER whenever a critical illness could stop a patient from breathing," said Richard Taylor, MD, Emergency Department.

Thank you sponsors!



Auxiliary



GIVING BACK TO THE NVRH COMMUNITY

The purpose of the NVRH Auxiliary is to render service to Northeastern Vermont Regional Hospital and its patients, and to assist the hospital in promoting the health and welfare of the community.

Membership is open to all adults who are interested in the hospital and who are willing to uphold the purpose of the auxiliary. All volunteers at NVRH are automatically members of the auxiliary; membership consists of over 150 individuals.

The Auxiliary, through their fundraising efforts, supports the patients and staff. The auxiliary holds over a dozen fundraising events annually. Each year, the auxiliary gives back to hospital departments through the Wish List. Departments submit items they feel would help patients and/or staff, and the auxiliary votes on which new equipment or programs to fund.

This year, the Auxiliary gave back \$25,537.00 to NVRH by way of fulfilling the department Wish List requests. Some of the equipment purchased included: an epidural positioning device to provide comfort for our patients having epidural anesthesia; mobile draw carts for the laboratory; funding the certified music practitioner position for another year.

Additionally, The Auxiliary gave two \$1,000 and three \$2,500 scholastic achievement awards to five deserving students pursuing a career in healthcare.

The Auxiliary manages the hospital's Cherry Wheel Gift Shop which is the largest fundraiser for the NVRH Auxiliary.



The NVRH Auxiliary won the 2018 Distinguished Service To Philanthropy Award from the New England Association of Healthcare Philanthropy

Friendly Faces at the Information Desk

The NVRH Auxiliary/Volunteers have many roles at NVRH giving more than 20,000 hours a year in service to NVRH. The Information Desk volunteers are the welcoming faces at NVRH providing directions to family members and assisting patients in finding their way to appointments. The picture is not inclusive of all the volunteers who provide services at the information desk. Pictured (left to right) Mildred LaBeur, Karen Cheney, Carl Erickson, Bob Morency, Elsie Lawrence, Lorraine Matteis, Belinda Bernier, Carlene Brill, Beulah McGinnis, Joe Moritz, Ella Kelsey and Jeannette Farmer.



Award Winning Auxiliary

The NVRH Auxiliary won the 2018 Distinguished Service To Philanthropy Award from the New England Association of Healthcare Philanthropy. The NVRH Auxiliary Executive Committee accepted the award in Woodstock, Vermont. Pictured are NVRH Auxiliaries: Leon Podgur, Fundraising Chair; Lorraine Matteis, Secretary; Gary Simpson, President; Kim Gilding, Vice-President; and Terri Schoolcraft, Treasurer. Since 2001 the NVRH Auxiliary has given back to NVRH more than \$428,000 in cash and equipment purchases.

Comfort and Caring

Mammography volunteers Janet Berrier, Gina Borgognoni and Joan Wollrath assist our patients before and after their mammography examinations. The volunteers are there to help staff be more efficient and help patients be more comfortable.



Healing Music

Verna Owens, Certified Music Practitioner from St. Johnsbury, joined the NVRH music program this year. Certified Music Practitioners play music at the bedside of patients with the intention of supporting the patients healing. This healing may be emotional, physical, mental or spiritual in nature. Using the harp, not as an instrument of entertainment, but to provide a service of live acoustic music at bedside, incorporates musical sound in an intuitive and artful manner reaching the ever-changing needs of each patient. Music provides patients and visitors a time out from this stress, helping to calm, while providing a meditative experience.



Financial Statements

BALANCE SHEETS

SEPTEMBER 30, 2018 & 2017

ASSETS	2018	2017
CURRENT ASSETS		
Cash and cash equivalents	\$ 7,774,913	\$ 8,280,243
Patient accounts receivable, net of allowances for doubtful accounts and contractual allowances of \$11,777,305 in 2018 and \$6,550,038 in 2017	8,187,451	7,926,658
Supplies	1,342,746	1,325,186
Prepaid expenses	585,619	555,079
Other accounts receivable	1,332,808	1,155,465
Total current assets	19,223,537	19,242,631
ASSETS LIMITED AS TO USE		
Restricted or internally designated for		
Capital acquisitions	14,549,807	13,986,502
Funded depreciation	3,710,563	3,567,295
Donor restricted	355,941	354,564
Total assets limited as to use	18,616,311	17,908,361
Pledges receivable, net of allowance for doubtful accounts and discount to present value of \$40,257 in 2018 and \$45,066 in 2017	295,218	451,269
Property and equipment, net	30,410,628	29,086,945
Long-term investments	338,978	565,356
Other long-term assets	1,046,812	918,642
Total assets	\$ 69,931,484	\$ 68,173,204

LIABILITIES AND NET ASSETS	2018	2017
LIABILITIES		
Current liabilities	\$ 7,844,101	\$ 7,601,824
Current portion of long-term debt	755,384	738,741
Accounts payable and accrued expenses	5,151,420	4,470,101
Other current liabilities	292,292	416,736
Total current liabilities	14,043,197	13,227,402
Long-term debt, excluding current portion	9,931,828	10,674,402
Annuity liability	17,018	22,318
Other long-term liabilities	946,912	918,642
Total liabilities	24,938,955	24,842,764
NET ASSETS		
Unrestricted	43,131,651	41,346,324
Temporarily restricted	1,420,133	1,541,980
Permanently restricted	440,745	442,136
Total net assets	44,992,529	43,330,440
Total liabilities and net assets	\$ 69,931,484	\$ 68,173,204

OPERATING STATEMENT

FOR THE YEARS ENDED SEPTEMBER 30, 2018 & 2017

The accounting records for Northeastern Vermont Regional Corp. and Subsidiary have been audited by Berry Dunn, Certified Public Accountants.

The complete audited report is on file and is available for inspection at NVRH's Finance Office.

	2018	2017
WHERE THE MONEY COMES FROM		
We billed for services to inpatients	35,366,945	33,000,440
We billed for services to outpatients	125,731,069	124,054,659
We had other operating revenue of	6,515,557	3,989,181
Total operating revenue	167,613,571	161,044,280
BECAUSE WE DID NOT RECEIVE FULL PAYMENT FOR AMOUNT BILLED		
From those unable to pay (charity care based on charges)	2,923,433	2,665,968
To all for those patients who are unwilling to pay (bad debts)	3,046,071	3,387,320
From Medicare and Medicaid	60,785,837	64,421,674
From other contracted payors	15,897,601	9,785,621
Therefore we wrote off	82,652,942	80,260,583
OUR NET REVENUE WAS	84,960,629	80,783,697
WHERE THE MONEY GOES		
To pay salaries and benefits to our 616 employees	50,772,775	48,098,937
To purchase supplies and services	23,227,659	22,302,145
To pay the VT Health Care Provider Tax Assessment	4,582,000	4,311,036
To allow for wear and tear on buildings and equipment	3,667,720	3,523,411
To pay for utilities	1,125,531	1,013,304
To pay interest on our outstanding debt	264,392	280,685
OUR TOTAL EXPENSE WAS	83,640,077	79,529,518
THIS PROVIDES A NET OPERATING REVENUE OF	1,320,552	1,254,179
We had income (losses) from investments and non-operating revenue of	464,775	843,376
FUNDS REMAINING TO PAY ON OUTSTANDING DEBT AND TO INVEST IN THE HOSPITAL'S FUTURE (New and replacement equipment, new technology, new services, etc.)	\$ 1,785,327	\$ 2,097,555

COMMUNITY BENEFITS

THE LINK BETWEEN MISSION AND ACTION

The NVRH Community Benefit program builds on the foundational belief that we have a responsibility to work toward improved health in the communities we serve. We integrate our community benefits throughout the organization from governance, planning, budgeting, and clinical services. We intentionally engage residents and our key partners to learn more about our communities' needs and how best to work collaboratively to meet our mission.

NVRH quantifies our benefit to the community on Schedule H of IRS form 990. Here is a summary from our Fiscal Year 2017 Community Benefits Report.

FISCAL YEAR 2017 COMMUNITY BENEFITS REPORT

Uncompensated Medicaid	\$ 8,081,381
Charity Care	1,187,892
Medical and Professional Education	114,837
Cash and In-Kind Contribution to Community Groups	223,766
Subsidized Health Services	4,453,989
Community Health Improvement Services	458,445
TOTAL FY17	\$ 14,520,310

The community benefits provided by NVRH during fiscal year 2018 are calculated and submitted to the IRS in late summer 2019 and will be posted to the FY 2019 annual report.

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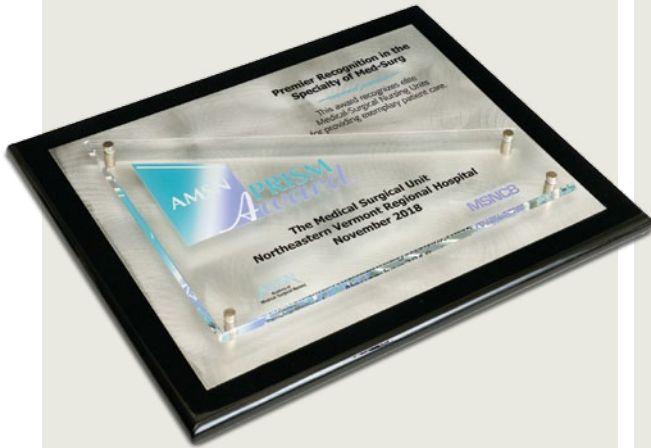
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NVRH: ANOTHER FIRST IN VERMONT!

The Medical Surgical Unit of NVRH is the first hospital in Vermont to receive the Academy of Medical Surgical Nurses (AMSN) PRISM Award®. This prestigious honor stands for Premier Recognition in the Specialty of Medical Surgical and recognizes the collective achievement of the NVRH Medical Surgical nursing staff.



The AMSN review team noted:

We see great leadership and structures that empower and encourage collaboration.

Nurses and LNA's are engaged and flourishing in a supportive environment that encourage education, professional development, and recognition or excellence.

It is evident that this unit has excellent patient outcomes and places a high value of evidence-based practice.

NVRH SERVICES

Allergy

Ambulatory Services

- Day Surgery
- Optical Laser Therapy
- Photochemotherapy (PUVA)
- Preoperative Testing

Audiology

Behavioral Health Counseling

Birth Center

Cardiopulmonary Rehabilitation and Education

Care Management

Chaplaincy Services

Community Connections

Diabetes Self-Management and Education

Diagnostic Imaging Services

- DEXA Bone Density Testing
- Cardiovascular Imaging
- 3D Mammography
- Nuclear Medicine
- X-ray
- Ultrasound
- CT Scan
- MRI
- Radiology
- Cardiac Stress Test

Emergency Medicine:

MD staffed 24 hours a day, 7 days a week

Intensive Care Unit

Laboratory Services

- Blood Bank
- Pathology

Lactation Consultant Services

Medical/Surgical Services

North Country Otolaryngology and Audiology

- Allergies/Food and Environmental
- Ear, Nose, Throat
- Hearing
- Facial Plastics (Face, Nose, Eyes)
- Cosmetic Surgery and Botox
- Facial Rejuvenation and Laser Treatments
- Surgical Dermatology

Nutritional Counseling

Occupational Medicine

Outpatient Infusion Services

Pain Clinic

Palliative Medicine and Care

Pediatric Services

Pharmacy

Physical Therapy

- Inpatient
- Outpatient and Occupational

Primary Care

- Corner Medical
- Kingdom Internal Medicine
- St. Johnsbury Pediatrics

Psychiatry

Pulmonary Medicine

Respiratory Care Services

- Arterial Blood Gases
- Cardiac Event Monitor
- EEG
- EKG
- Holter Monitor
- Overnight Oximetry Testing
- Pulmonary Function Testing

Sleep Medicine

Specialty Outpatient Clinics

- Cardiology
- Neurology
- Pediatric Subspecialties
- Urology

Speech Language Pathology

Surgical Services

- Anesthesiology
- Ear, Nose and Throat
- Endoscopy
- Facial Plastics
- General Surgery
- Gynecology
- Obstetrics
- Ophthalmology
- Orthopaedics
- Podiatry
- Urology

Volunteer Services

Women's Wellness Center

- Obstetrics/Gynecology



Choosing Health

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REGIONAL HOSPITAL**

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