

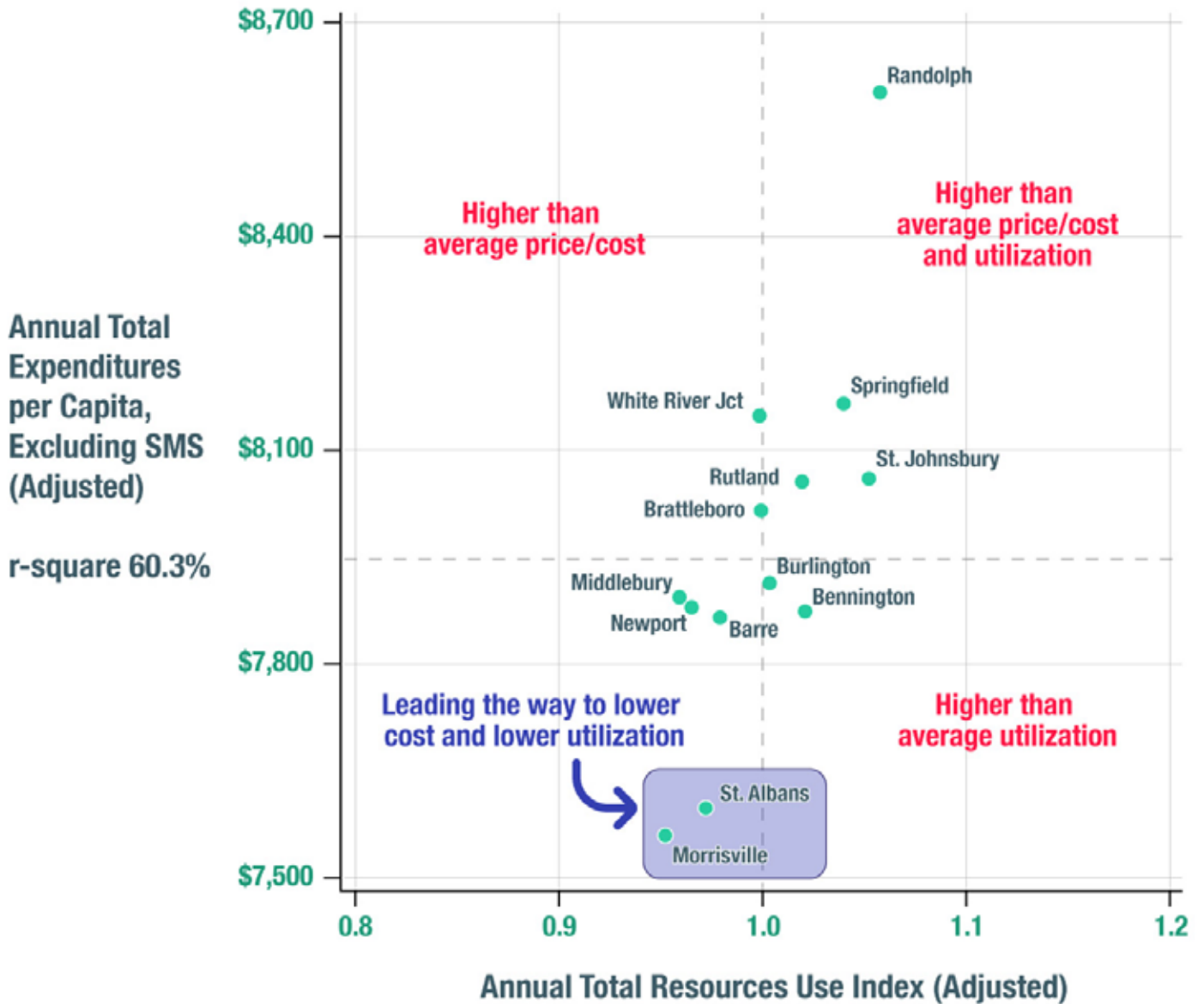
# 2019 NMC ANNUAL REPORT

# FINANCE

	<i>Actual</i> <b>2018</b>	<i>Projected Actual</i> <b>2019</b>	<i>Budget</i> <b>2020</b>
Patient Services Revenue	197,832,369	211,127,077	223,820,558
Less Subsidies to MCR, MCD & Contractuals	88,216,539	96,288,397	99,462,396
Less Free Care	1,056,665	1,047,614	1,196,174
Less Provision for Bad Debt	6,322,818	6,807,545	7,099,149
Net Patient Revenue	102,236,347	106,983,521	116,062,839
Other Operating Revenue	6,190,026	4,353,941	5,142,780
Total Revenue and Other Support	108,426,373	111,337,462	121,205,619
Salary and Wages	53,246,206	57,060,524	59,440,467
Employee Benefits	12,138,350	13,663,486	12,857,227
Supplies	13,015,395	12,229,354	13,160,064
Contracted Services	16,788,898	16,168,944	15,692,970
Other Operating Expense	6,447,217	7,373,125	6,285,170
Medicaid Tax	4,974,379	5,403,311	6,353,950
Depreciation	5,065,141	5,952,836	6,700,000
Interest & Amortization	705,044	769,614	964,008
Total Expenses	112,380,630	118,621,194	121,453,856
Income from Operations	(3,954,257)	(7,283,732)	(248,237)
Net Investment Income	3,246,712	(2,000,000)	1,464,013
Other	1,326,238	(1,426,376)	242,305
Total Non-Operating Income	4,572,950	(3,426,376)	1,706,318
Excess of Revenue and Other Support Over Expenses	618,693	(10,710,108)	1,458,081
Admissions	2,395	2,374	2,371
Total Patient Days	7,079	7,052	7,205
Average Length of Stay	2.96	2.97	3.04
Emergency Department Visits	24,536	24,950	24,000
Births	358	344	340
Surgeries	2,974	3,113	3,087
Outpatient Diagnostic Imaging Procedures	44,781	54,624	52,978
Outpatient Laboratory Tests	337,089	349,502	334,009
Physician Practice & Urgent Care Visits	137,250	134,681	140,610
Medicare/Medicaid % of Patient Revenue	56.80%	55.80%	50.50%
Days in Accounts Receivable	37.0	38.5	38.0
Age of Plant (Years)	11.3	11.3	10.1

## Annual Total Expenditures Per Capita vs. Resources Use Index (RUI)

*NMC Achieving the Goals of Healthcare Reform*



NMC is a proven leader in the transformation of Vermont’s healthcare system. Our work has helped our service area achieve designation as having lower costs and utilization – the goal’s of healthcare reform – than other areas of the State. Since reimbursements have not caught up with the transformation, this hurt us financially in FY’2019. It is the right path for our community and we will to lead while advocating for reimbursement change and the alignment of priorities and incentives among the Green Mountain Care Board, the Legislature, the Administration, Hospitals, Physicians and Providers, and Payors.

# *Gifts from Our Community: Annual Donors*

## *Individuals*

Chari Andersen	Tom Conley	Marilyn Grunewald	Shirley Lunna
Anonymous	Kelly Connolly	Amie Hakey	Tina Machia
Judy Ashley	Lisa Cornforth	Amy Harris	Elaine Magnan
Devin Bachelder	Diane Costes	Randy Hartman	Katy Magnuson
Doreen Benoit	Robert Cronin	Gerald Herrera	Kevin Manahan
Joel Benware	Heather Cutting	Christopher Hickey	Linda Martell
Leon Berthiaume	Donald Davison	William Hobkirk	Patricia M. Martin
Robert Bessette	Ann Delaney	Peter Hofstetter	Haskell Mayo
Jonathan Billings	Sarah DeSilvey	Kenneth and Judy	Vaughn Mays
David Blin	James Dickmann	Holzscheiter	Janet McCarthy
Richard E. Bombard	Annette Dragoon	Jacqui Hood	Mark McGinn
Pamela Bonsall	Brian Dubie	Stephen Howe	Mark McGinn
John Bostwick	Faith DuBois	Bridget Howrigan Rivet	Jackie McNall
Paul Bouchard	David Ducham	David Hutchinson	Kimberly Melhuish
Lisa Bovat	Kimberly Duffel	Shirley Jacobs	Jamie Merchant
Julia Boynton	Deborah Durant	Robert and Diane Janelli	John Minadeo, MD
Eric Brigante	Jeffrey Eaton	John Johnson	Paula Minch
Mark Brooks	Bonnie Evans	Michael Kennedy, MD	Jeffrey Moreau
Gregory Brophey	Amber Felisko	Edward T. Kissane	Rev. Moretti
James Brouillette	Hillary Fisher	Carol Klette	Kelly Morley
Michele Burke	Lyle Fleury	William and Bonnie	Sarah Mutrux
Caryn Burleson	Lydia Foisy	Knaus	Gerald Myers
Marie Burleson	Sara Frail	Katharine Laddison	Dr. Joseph and Judy
Jerri Bushey	Stephania Fregeau	Molly Lambert	Nasca
Mary Bushey	Peter Fyles	Brittany LaPan	Jonathan Newhard
Michelle Carner	Valdemar and Bridget	Erin LaRocque	John Newton
John Casavant	Garibay	Wendy Lawrence	Paul Newton
Jane Catton	Phil Gerbode	Deeanna Lefluer	Sarah Nielsen
Amy Centabar	David P. Gervais	Alex Lehning	Keirsten Nulph
Elaine A. Charron	Cindy Gibson	Valerie Lehouiller	William O'Connor
Sandra Chicoine	Leon Graves	Maurice L'Esperance	Judith Olsen
Michelle Cioffi	Christopher Grimes	John Livingston	Mary Ostrander
Brian Clukey	Gail Grismore	Jean M. Lowe Trust	Pam Paradee
Kathleen Coburn	Carol Groening	Jacy Lunna	Dean Pelkey

## *Gifts from Our Community: Annual Donors*

### *Individuals*

Christine Pignona	Karyn Rocheleau	Sarah Sterling	Matthew Walker
Jamie Pinkham	Carl Rosenquist	L. Lowrey Sullivan, MD	Erin Ward
Robert Pitts, MD	Gary & Cindy Rutkowski	Thomas Suppan	Mark Waterhouse
Sherry Pontbriand	Barb Sargent	Raymond Sweeny	Lisa Anne Weaver
David Powell	Sherry Scott	Lynne Tetreault	Diane Weishaar
Jane Brooks Zurn	Albert and Sally Severy	Lindsay Thieken	Marie Anne West
Rampersad	Meagan Shine	Adam Thompson	Deborah L. Winters
Peter Rath	Frank Short	Lester Thompson	Katherine P. Wise
Lester Ravlin	Frank Short	Deb Timmerman	Deborah J. Witter
Prescott Reiner	Gregory Silvestri	Jill Torrey	Mary Woodhouse, MD
Helene R. Richard	David N. Simcoe, DO	Heather Tremblay	
Darrin Ries	Heather Skilling	Madalyn Tulip	
Susan Roberts	Tim Smith	Rod Vallee	

### *Businesses & Organizations*

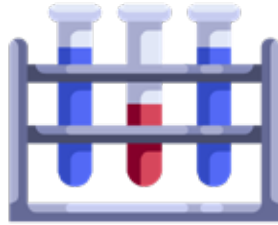
A.N. Deringer, Inc.	Franklin County Industrial	MRC Mega Realty Center
American Legion Green Mountain	Development Corporation	New England Federal Credit
Post #1	Franklin County Quilters Guild	Union
Bellows Free Academy Student	Grady's Golden Goodness Fund	NFP Property and Casualty
Activities	Handy Toyota / Handy Chevrolet	Services, Inc.
Ben & Jerry's	Hannaford Charitable Foundation	Northwestern Pediatrics
Bernstein Private Wealth	Hickok & Boardman Insurance	People's United Bank
Management	Group	Peoples Trust Company
BerryDunn	Holy Trinity Episcopal Church	Rotary Club of St. Albans
Brady and Levesque Families	IBM International Foundation	Suncrest Health Care
Casella Waste Systems, Inc.	J&L Service Center, Inc.	Communities
Community National Bank	John Leclair Foundation	The Tyler Place
Community Partners Classic	Knights of Columbus (St. Albans	The WaterWheel Foundation
Dickinson & Branon Dental Care	Council #297)	Union Bank
Dickinson & Branon Dental Care	McCuin Fuels, Inc.	Vermont Community Foundation
Fiddlehead Family Dental	Med Associates	Vermont Precision Tools, Inc.
First Response Labor	Missisquoi Valley Union High	Veterans Valet Service
Florida Research Instruments, Inc	School Student Activities	

# *NMC By The Numbers*



**2,348**

*Admissions*



**393,321**

*Lab Tests Run*



**59,512**

*Diagnostic Imaging Tests*



**61,938**

*Specialty Practices Visits*



**25,564**

*Urgent Care Visits*



**343**

*Births*



**46,896**

*Primary Care / Peds Visits*

# Assisting All Of Our Patients

Northwestern Medical Center complies with applicable Federal civil rights laws and does not discriminate on the basis of race, color, national origin, age, disability, or sex. Northwestern Medical Center does not exclude people or treat them differently because of race, color, national origin, age, disability, or sex.

## Northwestern Medical Center:

- Provides free aids and services to people with disabilities to communicate effectively with us, such as:
  - Qualified sign language interpreters
  - Written information in other formats (large print, audio, accessible electronic formats, other formats)

- Provides free language services to people whose primary language is not English, such as:
  - Qualified interpreters
  - Information written in other languages
  - If you need these services, contact: Jamie Pinkham

## If you believe that Northwestern Medical Center has failed to provide these services or discriminated in another way on the basis of race, color, national origin, age, disability, or sex, you can file a grievance with:

### Jamie Pinkham

Northwestern Medical Center  
133 Fairfield Street  
St. Albans, Vermont 05478  
802-524-5911, TTY 800-253-0191  
[jpinkham@nmcinc.org](mailto:jpinkham@nmcinc.org)

You can file a grievance in person or by mail, or email.

If you need help filing a grievance, Jamie Pinkham is available to help you.

You can also file a civil rights complaint with the [U.S. Department of Health and Human Services, Office for Civil Rights](#), electronically through the Office for Civil Rights Complaint Portal, available at U.S. Department of Health and Human Services Office for Civil Rights, or by mail or phone at:

U.S. Department of Health and Human Services  
200 Independence Avenue, SW  
Room 509F, HHH Building  
Washington, D.C. 20201  
1-800-368-1019, 800-537-7697 (TDD)  
Complaint forms are available [Here](#)

**ATTENTION:** If you speak English, language assistance services, free of charge, are available to you. Call 1-802-524-5911 (TTY: 1-800-253-0191).

**ATTENTION:** Si vous parlez français, des services d'aide linguistique vous sont proposés gratuitement. Appelez le 1-802-524-5911 (ATS : 1-800-253-0191).

**ATENCIÓN:** si habla español, tiene a su disposición servicios gratuitos de asistencia lingüística. Llame al 1-802-524-5911 (TTY: 1-800-253-0191).

**注意:** 如果您使用繁體中文，您可以免費獲得語言援助服務。請致電 1-802-524-5911 (TTY : 1-800-253-0191)。

**CHÚ Ý:** Nếu bạn nói Tiếng Việt, có các dịch vụ hỗ trợ ngôn ngữ miễn phí dành cho bạn. Gọi số 1-802-524-5911 (TTY: 1-800-253-0191).

**ध्यान दिनुहोस्:** तपाईंले नेपाली बोल्नुहुन्छ भने तपाईंको निशुल्क भाषा सहायता सेवा उपलब्ध छ। फोन गर्नुहोस् 1-802-524-5911 (टिप: 1-800-253-0191)।

**OBRAZLOŽENJE:** Ako govorite srpsko-hrvatski, usluge jezične pomoći dostupne su vam besplatno. Nazovite 1-802-524-5911 (TTY: Telefon za osobe sa oštećenim govorom ili sluhom: 1-800-253-0191).

**ACHTUNG:** Wenn Sie Deutsch sprechen, stehen Ihnen kostenlos sprachliche Hilfsdienstleistungen zur Verfügung. Rufnummer: 1-802-524-5911 (TTY: 1-800-253-0191).

**XIYYEFFANNAA:** Afaan dubbattu Oromiffa, tajaajila gargaarsa afaanū, kanfaltiidhaan ala, ni argama. 1-802-524-5911 (TTY: 1-800-253-0191).

**ATTENZIONE:** In caso la lingua parlata sia l'italiano, sono disponibili servizi di assistenza linguistica gratuiti. Chiamare il numero 1-802-524-5911 (TTY: 1-800-253-0191).

**معلومات:** إذا كنت تتحدث لغة العا، فإن خدمات المساعدة اللغوية متوفرة لك بالمجان. اتصل برقم 1-802-524-5911 (خط الهاتف المكالمات: 1-800-253-0191).

**ВНИМАНИЕ:** Если вы говорите на русском языке, то вам доступны бесплатные услуги перевода. Звоните 1-802-524-5911 (телетайп: 1-800-253-0191).

**PAUNAWA:** Kung nagsasalita ka ng Tagalog, maari kang gumamit ng mga serbisyo ng tulung sa wika nang walang bayad. Tumawag sa 1-802-524-5911 (TTY: 1-800-253-0191).

**ATENÇÃO:** Se fala português, encontram-se disponíveis serviços linguísticos, grátis. Ligue para 1-802-524-5911 (TTY: 1-800-253-0191).

**注意事項:** 日本語を話される場合、無料の言語支援をご利用いただけます。1-802-524-5911 (TTY:1-800-253-0191) まで、お電話にてご連絡ください。

**ध्यान दिनुहोस्:** तपाईंले नेपाली बोल्नुहुन्छ भने तपाईंको निशुल्क भाषा सहायता सेवा उपलब्ध छ। फोन गर्नुहोस् 1-802-524-5911 (टिप: 1-800-253-0191)।