



Choosing Health

NORTHEASTERN VERMONT
REGIONAL HOSPITAL

NEW BEGINNINGS

2019 ANNUAL REPORT



*Light takes the Tree; but who can tell us how?**

This year's annual report answers that question. If NVRH were a tree, as Shawn Tester writes in his letter – deep roots, strong branches, flowers that blossom when the season is right – then pursuing new beginnings is how.

Fiscal Year 2019 has been bright. For the first time in 33 years, a new CEO heads the Leadership Team. New technology informs, engages, and improves diagnostic efficiency. New supports in the Emergency Department provide comfort and connection. New approaches to food access strengthen both bodies and minds. New collaborations get individuals back to their normal lives.

Sometimes waking into a new day feels uncharted. But we must remember that we are capable: We will complete what we tackle and we will also enjoy the journey. And like the light that takes the Tree, like the new beginnings that move us forward, we learn by going where we have to go.

**From the poem "The Waking" by Theodore Roethke*



Service to the Community

**excluding newborns*

	2019	2018
Acute Admissions*	1,506	1,425
Deliveries	209	203
Acute Patient Days*	5,626	4,568
Average Acute Length of Stay (days)*	3.7	3.2
Operating Room Procedures	2,926	3,150
Emergency Department Visits	15,348	14,733
Diagnostic Imaging Exams	18,773	18,281
Laboratory Tests	188,801	179,376





A MESSAGE FROM BOARD CHAIR TOM ROBINSON

2019 has been yet another year of change and improvement at NVRH. Over the past year, we have seen many changes and new initiatives toward continually meeting the mission of NVRH. Some of these include welcoming our new CEO, the installation of our new MRI, participation in OneCare Vermont, (a risk-based payment model for Medicaid), an IT system upgrade, and expansion of our Sleep Clinic collaboration with North Country Hospital. Also, plans are taking shape on our West Wing Expansion, a project focused on upgrading our Emergency Department and improving patient flow. This is the most substantial expansion and improvement in services to our health community since the construction of NVRH in 1972. This will place the hospital in position to continue providing the highest quality emergency care for years to come.

The Board is pleased to announce that fiscal year 2019, ending September 30, provided a surplus as we have for many years. Unfortunately, this is an even greater challenge than ever as we see so many critical access hospitals in Vermont operating at a deficit in a difficult funding environment. We extend our appreciation to the management and staff at NVRH for their dedication to the health of our communities at the lowest possible cost.

I want to thank the NVRH Board of Trustees for their tremendous commitment to serving our health community and allowing me the honor of serving as the Board Chair for the past two years. It has been

a pleasure working with the management and staff of NVRH as well my fellow board members. I know I speak for the Board in giving a sincere thank you for the support from our communities. The dedication and commitment of so many people is what makes NVRH the special place that it is.

Tom Robinson



A MESSAGE FROM CHIEF EXECUTIVE OFFICER SHAWN TESTER

New Beginnings is an apt theme for our annual report. This year represents a new beginning for NVRH and for me personally. As I reflect on this past year, there is one word that comes to mind: gratitude. I am grateful to live in such a beautiful place, grateful for the opportunity to serve our community, and grateful for all the amazing people tirelessly caring for our patients and their families here at NVRH. Thank you for helping to make NVRH as strong as it is.

We have much to celebrate as we wrap up the 2019 fiscal year: our expanded sleep disorder center in partnership with North Country Hospital; welcoming Northern Physical Therapy in Lyndonville into our organization; our prevention programs, which help educate young people about the dangers of alcohol, tobacco, and vaping; adding Recovery Coaches to the Emergency Department; and the continued evolution of NEK Prosper, our accountable health community committed to addressing the social drivers of health (housing, financial, food, mental and physical well-being) that enable us to

successfully support statewide healthcare reform. These efforts demonstrate NVRH's commitment to the community and our resolve to improve the lives of the people we serve.

All growth must start with a solid foundation: the great maples that line our hillsides have deep roots that enable the majestic trees to sway in the wind and carry a load of snow through our long winters. So it is for our hospital. NVRH has a long tradition of providing excellent care and is financially well positioned to carry out that mission. We have a great team of providers and staff able to meet the evolving needs of our family, friends, and neighbors. I am both proud and humbled to be a part of the NVRH family, and I look forward to continuing this great work with all of you. Together, we are making the Northeast Kingdom a better place to live.

Shawn Tester



A MESSAGE FROM MEDICAL STAFF PRESIDENT RYAN SEXTON

There have been some significant changes to our medical staff roster over the past year. We have bid farewell to some long-time physician members. Fortunately, recruitment efforts have been successful. Recent additions to our medical staff include many well-trained and caring clinicians – we are fortunate to have attracted two general surgeons, Wendy Frye, MD and Laura Stoiber DO, OB/Gyn Eric Siegel, MD, and orthopaedic surgeon, Jeremy Korsh, MD. We look forward to welcoming David Peritz, MD, our new cardiologist, in October.

Our medical staff teams are committed to patient-centered collaborative care. We have recently enhanced care on multiple fronts:

- Our anesthesiology team has had great success with the augmentation of ultrasound-guided nerve blocks for pain control and regional anesthesia. This practice has significantly reduced the need for more traditional analgesia, including reduction in use of opioids, and offers patients a safer modality when undergoing surgical procedures.
- To improve psychiatric care accessibility, Cynthia Swartz, MD will be further integrating her psychiatric consultations into the primary care practices by seeing adult patients in their primary care home. NVRH is also extending psychiatric consultation service to the Pines, where Dr. Swartz will visit patients two afternoons a month.
- With increasing patient volume and acuity, our emergency medicine team has remained committed to reducing wait times and has worked to improve efficiencies in care and enhance communication with patients and their families.
- The hospitalist service has incorporated efficiency-of-care tools into their practice and work closely with care management to follow appropriate-use criteria and improve the length of hospital stays.
- A new radiology software upgrade promises to improve communication between bedside providers and radiologists interpreting diagnostic studies.

In an effort to improve medical staff communication and to support staff well-being, we have organized quarterly medical staff social functions. These gatherings have been well attended. Attendees have appreciated the opportunity to socialize with colleagues outside of the work environment. A recent BBQ event hosted by Dr. Schein was well received by those who attended with their families. We plan to continue this successful initiative on a quarterly basis.

I am proud to be part of our outstanding healthcare community at NVRH. It is a pleasure to work with this collaborative and invested group of medical providers.

Ryan Sexton

NEW Senior Leadership Team

After 33 years, NVRH has a new Chief Executive Officer. Shawn Tester heads the Senior Leadership Team at NVRH. The Senior Leadership Team is responsible for day-to-day operations, setting and meeting the goals and objectives of the organization, and working within a budget that provides services at a reasonable cost as well as sufficient revenue to recruit, hire, and retain the highest quality personnel.

The Senior Team works collaboratively with the Board of Trustees and Medical Staff and key stakeholders in the community, including other health and human services organizations, for-profit and business partners, and state and local government agencies to fulfill the NVRH mission to improve the health of the people in the communities we serve.

Left to right:

Laura Newell, MSHCA
VICE PRESIDENT OF
MEDICAL PRACTICES

Bob Hersey, MBA, FHFMA
CHIEF FINANCIAL OFFICER

Laural Ruggles, MBA, MPH
VICE PRESIDENT OF
MARKETING AND COMMUNITY
HEALTH IMPROVEMENT

Shawn Tester, MSOL
CHIEF EXECUTIVE OFFICER

Shawn Burroughs, MBA
CHIEF INFORMATION OFFICER

Colleen Sinon, RN, CPHQ, CPHRM
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Betty Ann Gwatkin, MBA, SHRM-SCP
CHIEF HUMAN RESOURCE OFFICER

Mike Rouse, MD, MPH
CHIEF MEDICAL OFFICER



NEW
Mobile
X-Ray
Increases
Efficiency
for Patients
and
Providers





SUPPORT COMES FROM MANY SOURCES

Through a USDA Rural Development Community Facility Grant, NVRH received funding to assist in the purchase of a new Mobile X-Ray machine and a new Video Laryngoscope (used to access and view the throat area). Because both pieces of equipment are mobile and the most current technology available, they enhance the quality of patient care and ensure providers have the information needed to quickly diagnose and treat patients.



Recovery Coaches are on call and ready to respond to an alcohol or drug related emergency 24 hours a day, 365 days a year. They are a new and important member of the ED care team.



Left to right: Crystal LeBoeuf, RN; Sue Ann Christie, Recovery Coach; and Ryan Sexton, MD, Director of Emergency Medicine.

NEW Peer Recovery Supports in the NVRH Emergency Department

Joining the Emergency Department care team this year are Recovery Coaches who provide peer support for patients who have had an alcohol or other drug related emergency, including an overdose. The specially trained Recovery Coaches discuss treatment options, help people build a strong family or community support system, and navigate the road to recovery.

The Kingdom Recovery Center in St. Johnsbury, part of the statewide system of recovery centers, oversees the Recovery Coaches in the NVRH ED. The Recovery Coaches personally know what it is like to struggle with addiction. That unique peer perspective helps them help others understand that with the right support and services, living a full and healthy life in recovery is possible.

PEER RECOVERY COACHES IN THE ED, FIRST 6 MONTHS:

Patients referred from ED	39
Successfully into treatment	9
Receiving ongoing support	14



NEW Sub-Committee Sparks Joy

The Joy Committee, a sub-committee of the Workplace Wellbeing Committee, was formed to find small ways to generate happiness and add joy to the average workday. Members do not plan big events, but rather look for small ways to create fun and promote inter-department friendships. For example, lunchtime BINGO, which takes place every other Wednesday at noon, is free and anyone — staff or guests — is welcome to play.



NEW Technology to Improve the Patient and Employee Experience

Used wisely, technology can improve our daily lives, making us more efficient and better informed. Mobile apps keep us connected to each other even while away from home or work.

In 2019, NVRH introduced two new apps to make it easier for patients and employees to access information and stay connected.



For NVRH employees the new Paylocity mobile app gives employees access to pay stubs and other basic payroll and benefit functions from any computer or mobile device.



The MHealth mobile app gives patients access to view their medical record, lab results, and message healthcare providers at any time of the day or night.

No need to stay at home to get your medical test results or send a message to your provider. Sign up for the NVRH MHealth patient portal at nvrh.org.



In June, the Joy Committee held the first hospital-wide cornhole championship. The Joy Committee also installed a chalkboard in the hallway just before the Courtyard Café where people can respond to positive and thought-provoking prompts.

Joy Committee members hand out ice cream cups, organize craft sessions, host free lunchtime BINGO games, and coordinate cornhole championships. Left, competing teams Last Bag Standing and Team Flonkerton played a fierce game of cornhole. But in the end, there could only be one winner. Way to go Team Flonkerton!



Families pick up a bag of healthy local produce each week for 12 weeks at the St. Johnsbury Pediatrics office.



NEW Way to Improve Nutrition for Families

Getting enough healthy food to eat is essential to a child's physical health and emotional and mental well-being. A few years ago, the staff at NVRH St. Johnsbury Pediatrics decided to tackle hunger and poor nutrition head-on and launched an initiative to screen patients and families, and then provide information and referrals to healthy food resources in the community.

New for 2019, St. Johnsbury Pediatrics went one step further by partnering with the Vermont Youth Conservation Corps to offer Health Care Shares, a farm-to-hospital public health program that connects Vermont families with fresh, healthy food and nutrition education at their doctor's office. The Health Care Shares program is free to participants, and is funded solely by NVRH as part of the Community Benefits allocation. Read more about NVRH Community Benefits on page 21 of this annual report.

Food Insecurity in Caledonia County:

Overall **12.1%**
Children **17.0%**

Only 23% of adolescents in grades 9-12 eat 5 fruits & vegetables per day

12% of adolescents in grades 9-12 are obese

12% of children age 2-5 are obese

Source: NVRH Community Health Needs Assessment 2018 at nvrh.org



To find healthy, easy, and tasty recipes, visit foodhero.org



The trailer contains 50 cots and essential supplies to stock an off-site medical unit.



Medical staff exposed to contaminants from accidents or spills are safely cleansed in the new decon tent.

NEW Disaster Preparedness Gear—We are Ready!

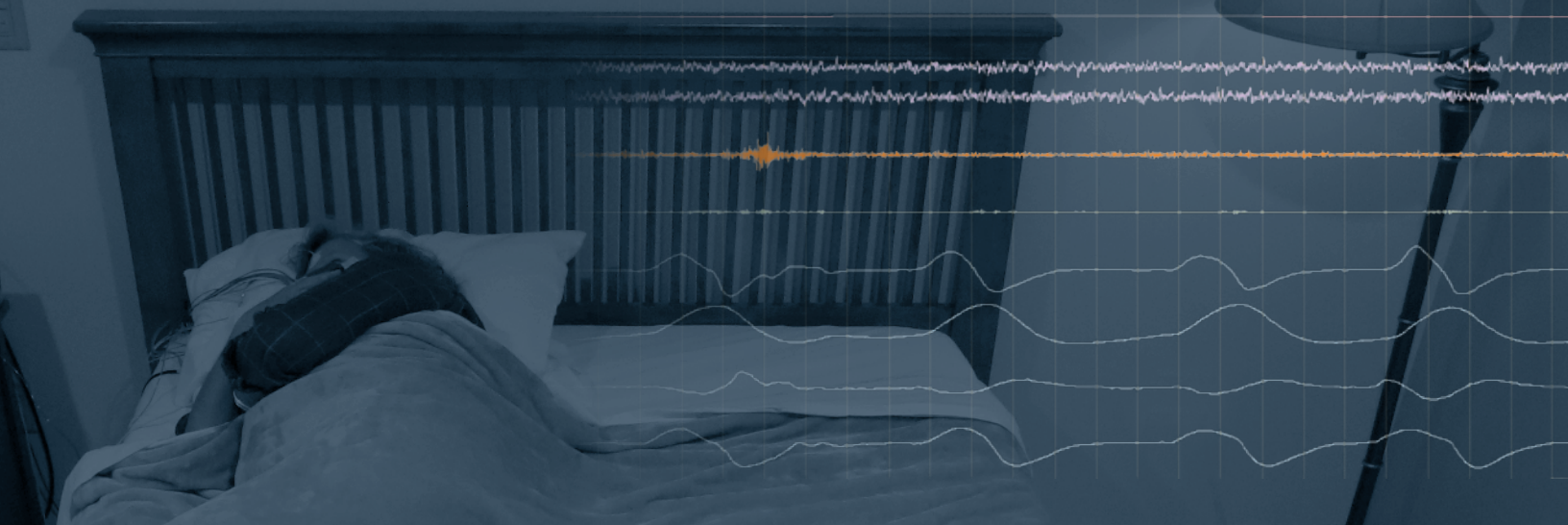
Using funds provided by US Department of Health and Human Services, NVRH purchased new equipment to ensure we are ready to provide medical care to the community in a medical emergency like a wide-spread flu outbreak, a natural disaster like a tropical storm, or a man-made disaster like a chemical spill on Interstate 91.

With the new medical surge trailer, NVRH is ready to set up an off-site medical unit with very short notice. The decontamination tent makes it convenient for medical personnel to safely hose off toxic substances after exposure to hazardous materials.

A Sleep Technician prepares a patient for a sleep study.



NEW Center for Sleep Disorders Enhances Sleep Medicine Services



Northeastern Vermont Regional Hospital and North Country Hospital in Newport collaborated to enhance sleep medicine services in Vermont with the opening of an expanded Northern Vermont Center for Sleep Disorders last February.

This joint venture currently has two locations — one at North Country Hospital in Newport and one at the new clinic location in St. Johnsbury. The center evaluates and treats the full spectrum of sleep disorders in adults and children.



The Grand Opening for the Northern Vermont Center for Sleep Disorders was anything but sleepy. From left to right: Brian Nall, President & CEO of North Country Hospital, Veronika Jedlovsky, MD, Tom Robinson, Chair of the Board of Trustees, and Shawn Tester, CEO.

THE EVOLUTION OF HEALTH-CARE PAYMENT REFORM

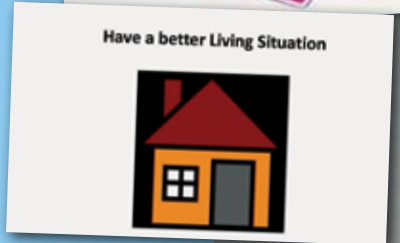
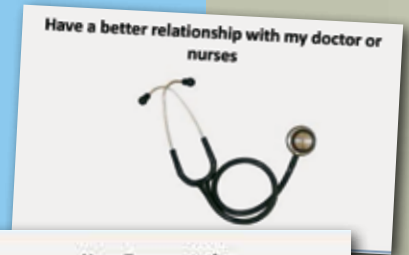
Fee for service	Payments are based on volume of services — no link to quality
Fee for service with link to quality	A portion of payments linked to efficiency or quality
Alternative payment model built on fee for service platform	Some payments based on efficient management of a population of patients
Value-based payment	Paid a flat rate to provide comprehensive medical care, with a portion “at risk” until attaining specific quality measures.

Adapted from “The Payment Taxonomy Framework,” cms.gov

NEW Payment Reform

NVRH joined OneCare Vermont, the statewide Accountable Care Organization (ACO), in January 2019. This changed the way the hospital and affiliated medical practices are paid for Medicaid services. Instead of being paid a fee for each service delivered, NVRH is paid a fixed per-person per-month amount to deliver all the services a person may need including services like diagnostic tests, ED visits, and inpatient stays.

NVRH has been preparing for this change in payment — called value based payments — for over a decade by working collaboratively with our many community partners to provide well-coordinated comprehensive care to help people manage their chronic conditions and by providing preventive services to keep people healthy.



NEW Physical Therapy Partnership Promotes Collaboration and Comprehensive Health-care Services

Northern Physical Therapy believes that there is more to a patient than their injury, that health and well-being impact not only your life, but those who are close to you as well as the community at large.

On November 30, 2018, NVRH acquired Northern Physical Therapy and along with Dan Wyand, P.T. & Associates, they offer comprehensive physical therapy services to patients in the NVRH service area. The practice, which has been based in Lyndonville since 2004, retained its staff, services, and day-to-day operations. They provide professional, educational and personalized outpatient physical therapy intervention and performance programs for infants through geriatric patients.





The best care is patient centered: Patient engagement tools, like Camden Cards, help the patient and the care team identify the patient's strengths, supports, and care needs.



Philanthropy



NVRH is extremely grateful for the cumulative giving from our supporters received during fiscal year 2019. Thank you NVRH family, friends, foundations, businesses, and organizations.

These gifts include annual gifts, event support, memorial and in-honor donations, corporate sponsorships, and in-kind contributions to NVRH.

For more information, please contact Jennifer Layn, Associate Director of Philanthropy at 802-748-7313 or visit nvrh.org/support.

CUMULATIVE GIVING OCTOBER 1, 2018 THROUGH SEPTEMBER 30, 2019

611
DONORS GAVE
\$684,292
IN FY 2018/19

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The Hagan Family



GALA SUPPORTS EMERGENCY DEPARTMENT/WEST WING EXPANSION



More than 200 people attended the gala and made gifts to support an exciting new project to better serve our community.

NVRH is planning for the largest renovation since its construction in 1972: a 11,000+ square foot expansion of the West Wing of the hospital that will result in a greatly expanded Emergency Department, better flow for our Laboratory and Diagnostic Imaging Departments, and most importantly, an improved experience for our patients. Watch for more information on this exciting project.





FROM GRIEF TO HEALING, DONORS MAKE COMFORT CARE ROOMS POSSIBLE



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Walter and Laura Sophrin
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Yvette St. Hilaire
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Angel Whitehill
Tammy and James Wilkins
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Sarah Willis
Sarah A. Winans
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Mary Young-Coathup
Jackie Zaun

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Amanda Burger and
Douglas Chapman
Treny Burgess

Have you ever sat bedside in a hospital with a loved one in their final days? It can be a heart-wrenching and uncomfortable experience.

But thanks to the generosity of several donors who went through that experience, our Medical/Surgical Unit now has more comforting spaces, including two newly renovated patient rooms and a waiting room for patients and their loved ones.



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DONORS USE IRA DISTRIBUTIONS TO SUPPORT THE COMMUNITY

Steve and Marty Feltus wanted to support new and expanded programs in the community, and using their IRA required minimum distribution (RMD) to make an annual gift was the perfect way to do just that. By establishing the Community Improvement Fund, they are improving the quality of life in the Northeast Kingdom by helping support at-risk families and individuals and launching new initiatives. One of these initiatives was the Family Community Dinner, which was organized by NVRH's Prevention Services and aimed to strengthen families and reduce youth substance abuse.

We love that we can help the community, while at the same time, realize a tax savings by giving our IRA distribution directly to NVRH. It's a win-win for everyone!

Steve and Marty Feltus

Tory Ruggles
 Bob and Elsie Lawrence
 Kenneth Kraus and
 Guy Lawrence
 Richard and Nancy Lawrence
 Durwood and Sandra Legacy
 Ken and Cher Linsley
 Tom and Ann Lovett
 Richard and Josette Lyders
 Sharon D. Mac Mahan
 Marissa Manning
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 Verne and Margaret McGrew
 Joseph and Mary Ann McKeon
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 Kari Meyer
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 George and Jane Morehouse
 Dr. and Mrs. Robert Morgan
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 Michael and Sheryl Moss
 Marilyn L. Moulton†
 Suzanne and George Mudge
 David and Gertrude "Chips"
 Naparstek
 Jack and Carolyn Nolan
 Elaine Noyes
 Shirley and Robert Nutting
 Timothy and Mary Jo O'Neill
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 Marilyn A. Pastore
 Kaija Percy
 Denise Perry
 Shirley Pierce
 Leon and Pat Podgur
 Emil and Elaine Pollak
 Paul W. Poulos
 Drusilla B. Powden
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 Roena and Nelson Whitehill
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 Dave Williams and
 Liz Williams & Families
 Lucille P. Wolf
 Joan M. Wollrath
 Nathalie Wood
 Perley and Carolyn Wright
 Thomas and Charlene Zabek

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Anonymous
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 Burke Mountain
 Cabot Creamery
 Cooperative, Inc.
 Caplan's Army Store
 Casey & Associates
 Century 21 Farm & Forest
 Community Bank N.A.
 Community National Bank
 Fleck and Lewis Architects, PC
 Flek, Inc.
 Fred's Energy
 Guibord-Pearsons Funeral Home
 & Sayles Funeral Home
 H.P. Cummings
 Construction Company
 Hotel Vermont
 Jay Peak Resort
 Kingdom Taproom & Table
 Kingdom Trails Association
 Kinney Drugs Foundation
 Marty's First Stop
 Miss Lyndonville Diner
 Natural Provisions

NFP
 Northeast Sports Network
 North Danville Ladies Aid
 North Star Monthly
 NSA Industries, LLC
 NVRH Auxiliary
 Passumpsic Bank
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 Foundation
 Shelburne Farms
 Spark! Connecting Community
 grant from the Vermont
 Community Foundation
 St. John The Baptist Church
 St. Johnsbury
 Automobile Group
 St. Johnsbury Elks Lodge #1343
 Star Theatre
 Stibler Associates, LLC.
 The Frame Dames
 The Walker/Van Son Families
 Charitable Fund
 The White Market
 United Community Church
 Vermont Broadcast
 Associates, Inc
 Vermont Radiologists
 Weidmann Electrical
 Technology, Inc
 Wes Ward Auto Repair
 Wildflower Inn and
 Juniper's Restaurant

GIFTS GIVEN IN HONOR

NVRH is grateful to the
 following individuals
 who chose to remember
 and honor people with
 gifts to the hospital.

*In Memory of
 Catherine C. Amos*
 Stephen and Carol Amos

In Memory of Angie Bean
 Patricia and Glenn Forest

In Memory of Rita D. Bean
 Judy Harbaugh

In Honor of Paul R. Bengtson
 Leslie Gensburg
 Mitchell and Delphine Sullivan

In Memory of Phyllis Bennett
 Jean and Jack Davis

*In Memory of
 Sgt. Wil Bourgeois*
 Wilfrid Bourgeois
 Memorial Fund

*In Honor of Nicholas K.
 Brazeau*
 Kendra and James Brazeau

In Memory of Beppy Brown
 Drusilla B. Powden

*In Memory of Frank A.
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Lorraine Brunelle

In Memory of Michael Calevro
 Sheila Calevro

In Memory of Denise A. Caron
 The Dussault Family

Suzanne and George Mudge
 Harry and Claudette Swett

*In Memory of Jacob J.
 Chamberlain*

James and Dolores Chamberlain

In Memory of Ethelyn C. Daley
 Dan and Kathy Daley

*In Memory of Lorette E.
 Desrochers*

The Desrochers Family

*In Memory of Alice M.
 Donaghy-Sausville*
 Weidmann Electrical
 Technology, Inc

*In Memory of
 Christine A. Douglas*

Richard and Patricia Reed

John Washburn

In Memory of Conrad R. Doyon
 Patricia and David Henderson

In Memory of Robert Farmer
 Jeannette Farmer

In Memory of Sarah E. Follett
 Richard and Nancy Lawrence

In Memory of Joyce M. Forest
 Patricia and Glenn Forest

In Honor of Patricia C. Forest
 Brynn Evans and Family

In Memory of John Gammell
 Anonymous

*In Honor of Donald
 and Norma Gross*

Dr. Christopher and
 Sharie Stranathan

*In Memory of
 Christine I. Gruggel*

Jeanne and Stuart Gruggel

*In Honor of Guibord-
 Pearsons Funeral Home &
 Sayles Funeral Home*
 The Dussault Family

In Memory of Ben Harris
 Andrea Harris

Rosalie Harris

In Honor of Rosalie Harris
 Andrea Harris

David and Gertrude "Chips"
 Naparstek

In Memory of Michael Hawkins
 William and Marie Hawkins

In Memory of Daniel Houston
 Dave Houston

In Memory of Barbara Hubbard
 Dan and Kathy Daley

In Memory of Harley J. Hubbard
 Anonymous

In Honor of Loretta Irwin
 Kaija Percy

In Memory of Alansford Judd
 Josephine Braman

*In Memory of Sarah
 and Ernest Kent*

Rosina and Larry Greenwood

In Honor of Bonnie Kirchoff
 Jennifer and Joseph Layn

In Honor of Jennifer J. Layn
 Bill and Robbi† Walker

The Walker/Van Son Families
 Charitable Fund

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 to the Philanthropy office at 802-748-7313.

LEAVING A LEGACY OF LOVE

Although a rural hospital, its great leadership, excellent providers, and dedicated volunteers make NVRH amazing. As members of the community, we want to support NVRH. That's why in our estate plans we have designated a percentage of our IRA to go to NVRH at death. This is just one of many ways we can give back to NVRH. And it's so easy to do.

Jim and Sally Newell
NVRH Legacy Circle Members

In Honor of Sten Lium

Kaija Percy

In Memory of Anne S. Miller

Kenneth Miller

In Memory of Sylvia Morris

Franziska Morris

In Memory of Marilyn L. Moulton

The Estate of Marilyn Moulton

In Memory of Charles Murray

Kaija Percy

In Memory of Ones Loved

Cecil A. Williams

In Memory of Beatrice M. Parker

North Danville Ladies Aid

Tom and Ann Lovett

In Memory of Ruth W. Parker

Henry and Susan Parker

In Memory of Penni Penniman

Sharon Grenier

In Honor of Trinity Percy

Kaija Percy

In Honor of Tydus Percy

Kaija Percy

In Memory of Russell Powden

Drusilla B. Powden

In Honor of Thomas Robinson

Bill and Robbi† Walker

The Walker/Van Son Families Charitable Fund

In Memory of Alice M. Sausville

Mona and William Bunnell

In Honor of Ryan Sexton

Bill and Robbi† Walker

The Walker/Van Son Families Charitable Fund

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Richard and Nancy Lawrence

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Sarah Powers

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Tim and Julia Sturm

Bill and Robbi† Walker

Linda and Fred Wells

Michael and Donna Wheeler

Dave Williams and

Liz Williams & Families

St. John The Baptist Church

The Walker/Van Son

Families Charitable Fund

In Memory of

Members of St. Johnsbury

Elks Lodge Past

St. Johnsbury Elks

Lodge #1343

In Memory of

Desmond Stuart

Anonymous

In Honor of Shawn P. Tester

Peter Coutu

In Memory of

Deacon Alfred Toborg

Linda O. Toborg

In Memory of Louis Welcome

Marcia McPartlen

In Memory of William Wolf

Lucille P. Wolf

In Memory of

George Wollrath

Joan M. Wollrath

In Memory of Donald D. Wood

Nathalie Wood

In Memory of Susan Wyand

Dan and Mary Wyand

In Honor Of Lily Young

Kaija Percy

LEGACY GIVING

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

Anonymous (3)

Jane Arthur

Charles and Wynne Browne

Frances Conlon†

The Dussault Family

Jim Flynn and Claudia Mosher

Bob† and Sharon Fuehrer

Allan Gilmour and Eric Jirgens

Charles† and Hanna Gray

Gretchen and Ken Hammer

Martha Hill and David Price

Marilyn L. Moulton†

Suzanne and George Mudge

Jim and Sally Newell

Thomas Ryan Paul, Esq.

Gregory Ruben Reynolds†

Katherine A. Silloway, DDS

and Mr. R. Gerald Webber

Barbara McKay Smith†

Laurel Stanley

Dr. Elaine Stasny and Joseph Comeno

†deceased



RADIOTHON RAISES FUNDS TO SUPPORT LUNG HEALTH — BECAUSE BREATHING MATTERS!

The 2019 annual Radiothon, hosted by VBA and NSN, was held on August 27th and was the most ambitious one ever. The community came through! Thanks to the generosity of St J Auto Group as lead sponsor, and more than 200 community members and business donors, over \$36,500 was raised to help purchase a new pulmonary function testing machine used in the assessment and diagnosis of lung disease.

The event also provided community education on related issues such as living with asthma, Chronic Obstructive Pulmonary Disease (COPD), pulmonary fibrosis, and the effects of smoking on the lungs.

Auxiliary

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

Membership is open to all adult individuals who are interested in Northeastern Vermont Regional Hospital and who are willing to uphold the purpose of the auxiliary. All volunteers are automatically members of the NVRH Auxiliary. Membership includes over 140 individuals who give a total of 20,000 hours of volunteer service to the hospital annually.

The NVRH Auxiliary supports patients and staff through fundraising efforts. Every year, different hospital departments submit requests to the NVRH Auxiliary for items they feel would help patients and/or staff. The Auxiliary then votes on which new equipment and/or programs to fund through the Auxiliary's Wish List.

This year, the NVRH Auxiliary fulfilled department Wish List requests of \$22,859. Equipment purchased includes wheelchairs, nutritional information monitors, a folding machine, a pilot hearing test audiometer, and more.

EXPANSION OF THE KINDLE MUSIC PROGRAM

The NVRH Auxiliary is pleased to have a new beginning with their Kindle Music Program. For this expansion, Kindles will be used in new locations throughout the hospital. These areas include the Birth Center, Medical/Surgical Floor, Intensive Care Unit, and Day Surgery. These Kindles, which were purchased by the NVRH Auxiliary after receiving donations from community members, allow patients to benefit from the power of music.



STRESS BALLS

An army of NVRH volunteers knit stress balls. These stress balls help in a tactile way to reduce stress and to give patients something to do while they are waiting for a provider or procedure. For patients of all ages, stress balls can be found in the Emergency Department, Medical/Surgical Floor, Laboratory, Day Surgery, Diagnostic Imaging, and St. Johnsbury Pediatrics.





EMERGENCY DEPARTMENT VOLUNTEERS

Emergency Department volunteers (pictured above) Deb Davison, Elizabeth Weschler, and Linda Garey (not in photo) and Reiki Master Practitioners Dy Thresher, Ella Kelsey, and Rena Ellingwood.

Volunteers provide comfort to patients and meet their needs in non-medical ways. They may assist patients with blankets, food, and phone calls. The Master Reiki Providers promote feelings of calm through the healing touch of Reiki.



Financial Statements

BALANCE SHEETS SEPTEMBER 30, 2019 & 2018

ASSETS	2019	2018
CURRENT ASSETS		
Cash and cash equivalents	\$ 6,631,790	\$ 7,774,913
Patient accounts receivable, net of allowances for doubtful accounts and contractual allowances of \$15,368,665 in 2019 and \$11,777,305 in 2018	9,251,741	8,187,451
Supplies	1,429,788	1,342,746
Prepaid expenses	733,320	585,619
Other accounts receivable	1,950,778	1,332,808
Total current assets	19,997,417	19,223,537
ASSETS LIMITED AS TO USE		
Restricted or internally designated for		
Capital acquisitions	14,754,840	14,549,807
Funded depreciation	3,762,839	3,710,563
Donor restricted	362,874	355,941
Total assets limited as to use	18,880,553	18,616,311
Pledges receivable, net of allowance for doubtful accounts and discount to present value of \$20,561 in 2019 and \$45,066 in 2018	149,636	295,218
Property and equipment, net	30,784,276	30,410,628
Long-term investments	370,679	338,978
Other long-term assets	2,649,418	1,046,812
Total assets	\$ 72,831,979	\$ 69,931,484

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.

LIABILITIES AND NET ASSETS	2019	2018
CURRENT LIABILITIES		
Current portion of long-term debt	\$ 771,798	\$ 755,384
Accounts payable and accrued expenses	8,393,049	7,844,101
Estimated third party settlements	1,668,353	1,281,212
Other current liabilities	361,203	292,292
Total current liabilities	11,194,403	10,172,989
Long-term debt, excluding current portion	9,172,855	9,931,828
Annuity liability	17,018	17,018
Other long-term liabilities	5,949,886	4,817,120
Total liabilities	26,334,162	24,938,955
NET ASSETS		
Without donor restriction	44,769,759	43,131,651
With donor restriction	1,728,058	1,860,878
Total net assets	46,497,817	44,992,529
Total liabilities and net assets	\$ 72,831,979	\$ 69,931,484

OPERATING STATEMENT FOR THE YEARS ENDED SEPTEMBER 30, 2019 & 2018

	2019	2018
WHERE THE MONEY COMES FROM		
We billed for services to inpatients	46,516,852	35,366,945
We billed for services to outpatients	131,262,761	125,731,069
We had other operating revenue of	6,029,129	6,248,722
Total operating revenue	183,808,742	167,346,736
BECAUSE WE DID NOT RECEIVE FULL PAYMENT FOR AMOUNT BILLED		
From those unable to pay (charity care based on charges)	3,141,595	2,923,433
To all for those patients who are unwilling to pay (bad debts)	3,270,152	3,046,071
From Medicare and Medicaid	66,005,200	60,785,837
From other contracted payors	20,677,923	15,897,601
Therefore we wrote off	93,094,870	82,652,942
OUR NET REVENUE WAS	90,713,872	84,693,794
WHERE THE MONEY GOES		
To pay salaries and benefits to our 630 employees	52,581,764	50,772,775
To purchase supplies and services	26,717,671	23,930,126
To pay the VT Health Care Provider Tax Assessment	4,683,787	4,582,000
To allow for wear and tear on buildings and equipment	3,734,325	3,667,720
To pay for utilities	1,082,149	1,125,531
To pay interest on our outstanding debt	247,716	264,392
OUR TOTAL EXPENSE WAS	89,047,412	83,342,544
THIS PROVIDES A NET OPERATING REVENUE OF	1,666,460	1,351,250
We had income (losses) from investments and non-operating revenue of	(28,352)	434,077
FUNDS REMAINING TO PAY ON OUTSTANDING DEBT AND TO INVEST IN THE HOSPITAL'S FUTURE (New and replacement equipment, new technology, new services, etc.)	\$ 1,638,108	\$ 1,785,327

COMMUNITY BENEFITS PROVIDING MEANS FOR OUR MISSION

The NVRH Community Benefit program builds on the foundational belief that we have a responsibility to improve health in the communities we serve. Each year, NVRH allocates financial resources for community programs, prevention strategies, and providing medical care to all regardless of ability to pay.

NVRH quantifies our benefit to the community on Schedule H of IRS form 990. Here is a summary from our Fiscal Year 2018 Community Benefits Report.

FISCAL YEAR 2018 COMMUNITY BENEFITS REPORT

Uncompensated Medicaid	\$ 7,298,226
Charity Care	1,289,557
Medical and Professional Education	120,038
Cash and In-Kind Contribution to Community Groups	180,417
Subsidized Health Services	4,634,484
Community Health Improvement Services	1,158,779
TOTAL FY18	\$ 14,681,501

The community benefits provided by NVRH during fiscal year 2019 are calculated and submitted to the IRS in late summer 2020 and will be posted to the FY 2020 annual report.

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Corporators

Corporators are an invaluable source of wisdom and perspective for current hospital leadership. They are key links in the essential communication system between members of our community and their hospital.

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Edward Zuccaro
Susan G. Zucker

*Corporator Emeritus

Services

Ambulatory Services

- Day Surgery
- Optical Laser Therapy
- Phototherapy
- Preoperative Testing

Birth Center

Cardiopulmonary Rehabilitation and Education

Care Management

Chaplaincy Services

Community Connections

Diagnostic Imaging Services

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

Emergency Department

- MD staffed 24 hours a day, 7 days a week

Intensive Care Unit

Laboratory Services

- Blood Bank
- Pathology

Lactation

Consultant Services

Medical/Surgical/Pediatric Inpatient Services

Nutrition and Diabetes Counseling

Outpatient

Infusion Services

Pharmacy

Physical Therapy

- Inpatient
- Outpatient and Occupational

Primary Care

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

Respiratory Care Services

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

Specialty Outpatient Clinics

- Allergy
- Audiology
- Cardiology
- Ear, Nose, and Throat (Otolaryngology)
- Four Seasons Orthopaedics
- General Surgery
- HIV/Hep C
- Neurology
- Occupational Medicine
- Pain Management
- Palliative Medicine
- Pediatric Subspecialties
- Pulmonary
- Psychiatry
- Sleep Medicine
- Urology

Speech Language Pathology

Surgical Services

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

Volunteer Services

Women's Wellness Center

- Obstetrics/Gynecology

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NEW MRI

NVRH is excited about the new MRI suite, which is scheduled for completion in December. The increased space, along with improved flow in the new layout, will significantly upgrade the patient experience and increase efficiency.

In addition, the new large bore, state-of-the-art Siemens magnet will yield much higher quality images, and at the same time be a more comfortable imaging experience for patients.

The new space and equipment will markedly improve all studies we currently perform, and will also allow for future growth of MRI services.

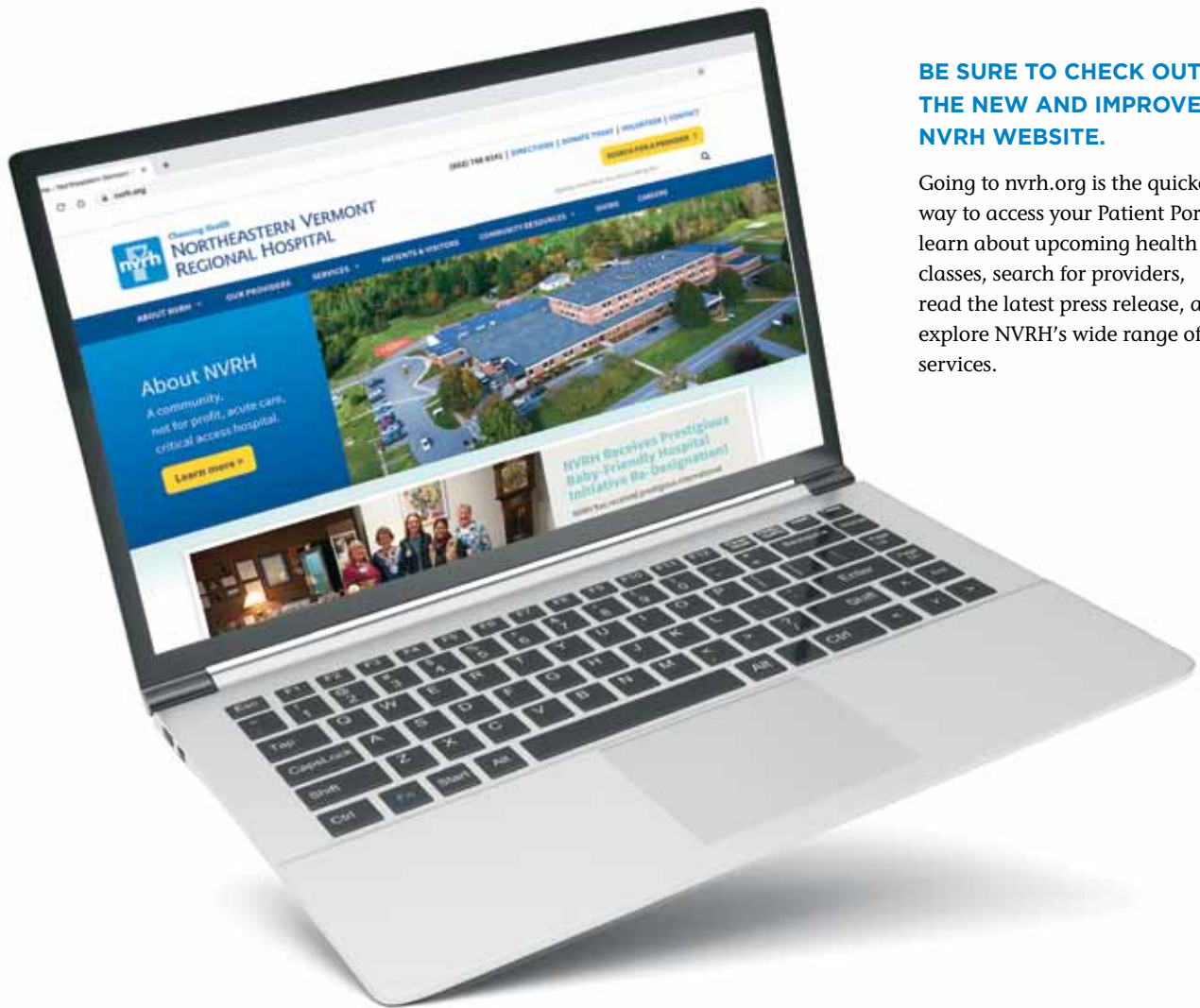


Construction on Northeastern Vermont Regional Hospital's new MRI addition officially began with a groundbreaking ceremony on June 3, 2019.

"We are thrilled for the MRI project to kick-off here at NVRH in Diagnostic Imaging," Jackie Zaun, Director of Diagnostic Imaging at NVRH, said. "We have created a space with our patients' needs and comfort as the central priority and it is exciting to see that become reality."

Left to right: Dan Smith, Project Manager, HP Cummings; Doug Dulac, Architect, Fleck & Lewis Architects; Dominic Smith, Superintendent, HP Cummings; Meagan Pennock, A. Project Manager, HP Cummings; Jackie Zaun, Director of Diagnostic Imaging, NVRH and Bob Hersey, CFO.





BE SURE TO CHECK OUT THE NEW AND IMPROVED NVRH WEBSITE.

Going to nvrh.org is the quickest way to access your Patient Portal, learn about upcoming health classes, search for providers, read the latest press release, and explore NVRH's wide range of services.



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