	Actual 2010	Projected Actual 2011	Budget 2012
Unrestricted Revenue & Other Support			
Patient Services Revenue	\$129,393,741	\$137,500,592	\$150,822,360
Less Subsidies to Medicare and Medicaid	41,894,248	46,522,980	53,407,318
Less Other Contractuals	13,500,674	10,983,902	17,130,186
Less Free Care	<u>1,416,338</u>	<u>1,436,837</u>	<u>1,48,438</u>
Net Patient Revenue	72,537,481	78,556,878	78,797,418
Other Operating Revenue	<u>1,104,320</u>	<u>1,097,989</u>	<u>1,652,621</u>
Total Revenue and Other Support	73,641,801	79,654,867	80,450,039
Expenses			
Salary and Wages	27,066,990	29,843,027	33,291,521
Employee Benefits	7,305,339	7,151,756	8,542,749
Supplies	9,527,647	9,911,274	10,292,478
Contracted Services	9,792,586	11,255,649	9,156,120
Other Operating	4,246,188	4,415,443	4,753,803
Provision for Bad Debt	3,929,977	4,640,540	5,015,527
Medicaid Tax	1,685,412	1,928,455	2,394,816
Depreciation and Amortization	3,277,645	3,372,33	3,629,372
Interest	<u>608,501</u>	<u>635,705</u>	<u>595,464</u>
Total Expenses	<u>64,440,285</u>	73,154,183	<i>77,671,850</i>
Income from Operations	6,201,516	6,500,684	2,778,189
Non-Operating Income			
Net Investment Income	2,139,537	(531,600)	1,081,468
Other	(235,948)	<u>(4,111)</u>	212,897
Total Non-Operating Income	1,903,589	(535,711)	1,294,365
Excess of Revenue and Other Support Over Expen	ses \$ <u>8,105,105</u>	\$ <u>5,964,973</u>	\$ <u>4,072,554</u>

	Actual	Projected Actual	Budget
	2010	2011	2012
Clinical Statistics			
Admissions	1,794	2,254	1,981
Total Patient Days	5,223	6,709	6,024
Average Length of Stay	2.91	2.98	3.04
Emergency Department Visits	28,343	27,426	26,055
Births	432	436	408
Surgeries	2,965	2,696	3,042
Diagnostic Imaging Exams (A)	53,048	50,838	50,636
Laboratory Tests	332,492	335,635	325,566
(A) These include X-ray, Ultrasound, Nuclear Medicine, MRI, Cat Scan	, Bone Density		
Financial Statistics			
Medicare/Medicaid % of Patient Revenue	56%	57%	58%
Days in Accounts Payable	61.3	46.2	46.3
Days in Accounts Receivable, Net	28.2	33.7	33.8
Age of Plant (Years)	9.8	10.5	10.8
Workforce Statistics			
Number of Employees	562	631	_
Number of Full-time Equivalents	442.40	473.29	505.55
Number of Scholarship Students	13	11	10
Turnover Rate	5.95%	8.74%	< or = 12%
Number of Volunteers	163	150	_
Number of Volunteer Hours	18,230	19,250	_

Work. Life. Balance. \\ \wedge do that here.

Exceptional Care \} we do that here.



Work. The work was amazing in FY'11, as inpatient admissions increased 25% from the year before. We provided more care, more support, and more service than perhaps ever before. Amidst it all, our staff maintained its focus on excellence and continuous improvement. One highlight has been our work to reduce "avoidable" Emergency Department (ED) visits. Our community uses the ED at a higher rate than any other in Vermont. Some of those visits would be better seen in other settings: primary care, mental health, etc. We are collaborating with local and State partners to work with a group of 38 individuals who had a pattern of using the ED 16 or more times per year. Case management is helping them get the care they need in the appropriate setting, making measurable reductions (see graph above) in "avoidable" visits to the ED. Without any rationing of care or reduction in quality, that saves Vermont's system significant dollars, as most of these individuals are covered by government funded insurance programs like Medicaid. That's great work.

Life. Amidst it all, we took the time to live. We have gotten healthier – reducing our own health risks by enjoying NMC's Healthy Ü program. We're exercising, eating better, and paying attention to preventive screenings. We are proud that NMC'ers were active in many community initiatives, including Tropical Storm Irene recovery efforts. Pictured above is our crew from "Operation Serving Those Who Serve" who traveled to Rutland to serve a meal to out-of-State National Guard contingents who were assisting in Vermont's rebuilding efforts.

Balance. We had some fun this year. We enjoyed a special employee appreciation day that featured massages for staff. We added an inspiring focus on "Celebrating What's Right With The World" to National Hospital Week. We also paused and celebrated our staff's fine efforts as part of this incredible team, with a September BBQ featuring delicious food, smiles, laughter, and music. T-shirts at the BBQ proclaimed, "I love my job" and, you know, we do that here!

133 Fairfield Street Saint Albans, Vermont 05478 802.524.5911 www.NorthwesternMedicalCenter.org Welcome to Northwestern Medical Center's Annual Report for Fiscal Year 2011. As a team of more than 630 employees, 90 physicians, 150 volunteers, and many others, we are devoted to providing exceptional care for our community. This report provides a glimpse at those efforts.

To learn more about our remarkable hospital, visit us online at www.NorthwesternMedicalCenter.org or call our Community Relations office at (802) 524-1280.



2011 Annual Report

Our Report to Our Community

This has been a phenomenal year at Northwestern Medical Center. We experienced a nearly unprecedented increase in inpatient admissions during Fiscal Year 2011. Our staff really went above and beyond, not missing a beat as they continued to provide exceptional care and service. We could not be more proud of this team!

We are not the only ones who recognize our staff's great work. Avatar awarded the NMC staff a 4th consecutive national award for overall patient satisfaction! QHR presented NMC with a national award for Leadership in Quality. The Joint Commission recognized NMC as a Top Performer on Key Quality Measures in the area of pneumonia care, with NMC being the only hospital in Vermont to earn a "Top Performer" designation! We are so proud of our staff's dedication to our patients. At the bedside, throughout the hospital, behind the scenes, in provider practices, and out in the community, NMC'ers are working hard to help our neighbors lead healthier lives.

We are proud to have had significant success in physician recruitment to better meet the needs of our community. We collaborated with Fletcher Allen Health Care to establish "Northwestern Cardiology Services," expanding access to cardiology and improving the coordination of care under the medical direction of Fletcher Allen Cardiologist, Dr. John Fitzgerald. Dr. Mary Woodhouse, a General Surgeon with a clinical interest in breast health, is now seeing patients at Northwestern Associates In Surgery. We have collaborated with Copley Hospital to keep Urologist Dr. Betsy Perez in our community. We have successfully recruited primary care physicians Dr. Jun Fu and Dr. Juan Nuñez Medina, as well as Hospitalists Dr. "Donny" Khela and Dr. Eiad Youssef (all of whom we expect will begin seeing patients soon). We have recruited Dr. Denise Durant, an Orthopaedic Surgeon specializing in upper extremities, who will begin seeing patients in January



of 2012. Plus, through the employment of the physicians, clinicians, and staff, we helped ensure the ongoing care provided by Northwestern Orthopaedics and Northwestern Georgia Health Center.

At the same time, we have been, and will continue to be, very involved in Vermont's health care reform efforts. We continue to be in communication with the Governor, our Legislative delegation, and will be participating in committees which will be advising the Green Mountain Care Board as they establish the details of Vermont's new healthcare system.

The State Commissioner who oversees hospital budgets visited in October and praised NMC as one of the top performing hospitals in Vermont. He advised that NMC needs to see itself not as a hospital caring for our own community, but as part of a statewide system providing care to all Vermonters with an emphasis on integration of services. NMC is working in that direction. Above, we have discussed our successful collaboration with Fletcher Allen in Cardiology. We are collaborating with patients, our physicians, community providers, and the State to begin to reduce the avoidable visits to the NMC Emergency Department and therefore, the cost of health care. We are also collaborating with the primary care providers and other partners in the community through Vermont's Blueprint for Health to improve care and empower patients. This much is certain: since 1883, our focus has been on caring for this community and we will not lose that focus even as health care reform efforts bring a greater emphasis on participating in a statewide system.

We are grateful for the continued support of the communities we serve.

Judy Lolley-McLaughlin

Judy Ashley-McLaughlin President, NMC Board of Directors Chief Executive Officer

"I was a visitor in the state and the treatment and respect I received at your hospital was outstanding. We are considering moving to the area in the future and the positive experience I had will play a role in the location we choose. Thank you for the good care and consideration I received during a difficult time." - NMC Patient

Gifts from Our Community

General Donations

Morgan Stanley Cyber Grants/Dean Pelkey NMC Auxiliary Tyler Place Family Resort

In Memory of Ruth Douglas AXA Foundation Veronica Ainger Julie Anderson Janice Avery

Lawrence & Susan Bruce Colleagues of Lynn Douglas Bev Collins Julie Collins

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Brian & Michelle Douglas Gregory & Kimberley Douglas James Douglas

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Dr. Terri & Jeff Nielsen Carl & Barbara Whitehouse

Sue Shapiro, Marlene Cleary, Ann Haley Gary & Karen Stairs Douglas Sullivan

In Memory of Joreen Jerry Johnson John Johnson, OD In Memory of J. Raymond McGinn

Morgan Stanley Cyber Grants/Mark Mc In Honor of Mary & Chad Metave Kenneth & Dena St. Amou In Memory of Hayley Rae Nielsen

Joyce Nielsen In Memory of Natalie Remillard Community **Partners Classic Golf Tournament**

Amcare Ambulance Service

Carroll & Scribner, PC

DEW Construction Co.

Fairpoint Communications

Franklin County Rehab Center

Green Mountain OB/GYN

Hackett Valine & MacDonald

Hammerworks Construction

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MorrisSwitzer- Environments for Health

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KeyBank

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Energizer

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Coca Cola Bottling Company of NNE

Cross Consulting Engineers, PC

A.N. Deringer, Inc. In Memory of Pamphille Tremblay Bernstein Global Wealth Management Blue Cross & Blue Shield of Vermont Michael & Sylvia Gagne Brandthropology Norman & Anita Laroche Cammack LaRhette Consulting

The Healing Circle **Breast Cancer Support Group**

Walter & Kathryn Peno

Illness Fund

A.N. Deringer BFA St. Albans Boosters BFA St. Albans Powder Puffs Business Culture Consultants Cross Consulting James Dickmann FairPoint Communications Franklin County Rehab Center Handy Buick GMC

Hannaford Heald Funeral Home

Holiday House Northwestern Counseling & Support Services

Kevin Smith's Sports Connection Kinney Drugs Foundation Kittell, Branagan, & Sargent Leahy Chiropractic

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Peoples Trust Company R.L. Vallee/Maplefields Run for Jim Foundation

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Tyler Place Family Resort Unifirst Corporation Vermont Federal Credit Union Vermont Trophy & Engraving

Concierge Services

Energizer Battery Company

In Memory of Lucille Danyow

Jim Bashaw Cance & Catastrophic

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Ed & Jeannette Audette Craig & Alisa Aylward Clement & Sharon Bissonnette Maurice & Jacqueline Bouffard Roberta "Bobbie" & Omer "Bud" Bruley Canusa Hershman Recycling Company Richard & Andrea Carlin

Sheila & Shannon Cavanaugh Kathleen Collins & Michael Putnam Charlotte Companion Bernard & Jean Couture Bill & Vicki Currier Guy & Jean Devarney

Div XI Team, Vermont Service Ctr. Dale & Michele Dorey Paul & Barbara Fortin Bernard & Stephanie Fregeau

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Suzanne & Donald Letourneau, Jr. John Malcovsky Kevin & Joanne McGinn

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Raymond & Erna Niquette Pie In the Sky John & Florence Saucier

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In Memory of Norma Gratton

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Mary Ellen Jolley

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In Memory of Nancy Smith Lanoue

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Sandra Chagnon

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Lynn Dickinson

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Jonathan & Marilyn Billings

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Kevin & Tammera Brown

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Lawrence & Lorraine Handy

Dr. Elisabeth Fontaine & Armand Morin

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Geraldine Gladden

Nicholas Hadden

John & Lisa Hango

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Stephen & Pamela White

In Memory of Roxanne Poirie

Div XI Team, Vermont Service Center

Vermont Service Center Quality Unit

John Cleary & G. Jean Brgant

In Memory of Doug Wimble

William & Katherine Considine

Georgia School Daymaker Fund

Martin H. Wennar, MD

Health Education

Scholarship Fund

Agnes & Andrew Masson, Jr.

The day after Thanksgiving, the



wanted to leave a lasting tribute in honor of their parents, and share their generous spirits with NMC. Her children decided to make a \$1,000 contribution to the Jim Bashaw Cancer & Catastrophic Illness fund in their memory and, thanks to a matching corporate gift program offered by Energizer, heir gift will be doubled to \$2,000.

In Memory of Octave &

Theresa & Octave Blouin's children

Theresa Blouin

A Glimpse at Community Benefit

Dr. Jeremy Hatch

Samuel Hudson

Marie Limoges

Sally Lindberg

John & Joy Liptak

Carol Livingston

Daniel & Karen Luneau

Dr. Joseph & Judy Nasca

John & Helen Newton

Albert & Marcia Perry

Drs. Joe Salomone Patti Shaw

Dr. Ned & Gail Shulman

Dr. Steven & Raquel Sobel

St. Albans Duplicate Bridge Club

Heather Streeter & Wilfred Ehrhardt

NMC Auxiliary

Donald Poirier

Kathleen Riley

Kathleen Tabor

Madalyn Tulip

Dr. Crystal Twynham

Carol Streeter Wenna

Edward J. Tyler III

Steve & Jan Vittum

Dr. H. Taylor Yates

Dr. Robert & Sandra Zelazo

In Memory of Mary Connor

In Memory of Margaret Michel

Palliative Care Fund

In Memory of Malberge "Molly" Mercy

Dr. Frank & Judy Zsoldos

Dr. Thomas Howrigan

Rachel Bourdeau-Yandow

Gary & Camilla Brouillette

Wendell & Barbara Cassidy

Hull Insurance Agency, Inc.

Arthur & Connie McFarland

Edward & Shirley Sturgeon

Young's Accounting

Roy & Linda Carpenter

Ronald & Shirley Duso

Anita Paradee

Ioan Wilson

Samuel & Elizabeth Nelson

Steven & Marianne Marshall

Peter & Christy Hofstetter

David & Susan Knightes

Rosaire & Shannon Laroche

Robert & Michelle Lawrence

Since 1883, there has been a hospital in St. Albans caring for the needs of northwestern Vermont, providing a great benefit to the community. New Federal regulations now attempt to more clearly measure this through "Community Benefit" reporting. Based on guidelines, we report to the IRS the cost of care not reimbursed due to shortfalls in Medicaid, the cost of the free care we provide patients with defined financial need, the funding of the free community wellness programming we provide, the scholarships we provide to local students pursuing collegiate health care programs, and more.

The IRS also considers NMC's donation of funding, materials, use of our facility, and staff time to non-profits as part of the official "Community Benefit" we provide. Some of the organizations NMC has assisted in the past year include: American Cancer Society (Relay for Life), American Heart Association, Christie Corrigan Memorial Golf Tournament, Franklin County Caring Communities, Franklin County Home Commerce, Franklin-Grand Isle United Way, Grand Isle Chamber of Commerce, Habitat For Humanity, Hard'ack Recreational Area, Howard Center, Northwestern Counseling & Support Services, Northwest Unit of Special Investigations, Operation Happiness, Samaritan House, St. Albans Rotary Club, St. Albans Watershed Association (Clean Lake Walkathon), Swanton Teen Center, The Big Shabang, The Great Race, Vermont Special Olympics and Voices Against Violence.

Health Agency, Franklin County Regional Chamber of

At NMC, we believe that a strong community is a healthy community. We recognize our dual role as both a provider of care and one of the region's largest employers. We are proud to participate in local efforts to make this wonderful community even better. Moving forward, you will hear more about Community Benefit as we evolve our communication to keep pace with regulations.

FY'11 Active & Referring Physicians

Allergy & Asthma William Newman, MD

Anesthesiology

Roland Adamsons, MD Ianice Gellis, MD Wally Good, MD Thomas Harrison, MD Stephen Mason, MD Edward Pomicter, MD William Roberts, MD, PhD

Behavioral & Developmenta Pediatrics

Dan Larrow, MD Cardiology

John Fitzgerald, MD **Dentistry**

Murray Diner, DDS William Green, DMD Roger Kenney, DMD Patrick Paldino, DDS Patricia Shaw, DMD Peter Woolhouse, DDS

Ear, Nose & Throat Paul Julien, MD Tamara Rimash, MD

Emergency Medicine

Sarah Barker Serafini, MD Jonathan Cooperman, MD Louis Dandurand, MD James Duncan, MD Jodi Forwand, MD Uwe Goehlert, MD Edward Haak, DO Hans "Ted" Klaudt, MD Marc Kutler, MD

John Minadeo, MD **Family Practice** Lorne Babb, MD

Max Bayard, MD Michael Corrigan, MD Erick Lavallee, MD Terri Nielsen, MD

Stewart Manchester, MD Toby Sadkin, MD Susan Saferstein, MD Elizabeth Schneider, MD Miriam Sturgis, MD Carol Thayer, MD

General Surgery Michael Kennedy, MD

Mara Vijups, MD

Stephen Payne, MD Joe Salomone, MD Mary Woodhouse, MD

Gyn Oncology Gamal Eltabbakh, MD

> Hospitalists Harvey Reich, MD Ned Shulman, MD Jaspinder Sra, MD Nathaniel Thompson, MD

Pediatrics

Laura Bellstrom, MD Delores Burroughs-Biron, MD Diane Hakey, MD Teig Marco, MD Pamela Pedersen, MD Amy Roberts, MD Audrey von Lepel, MD Robert Zelazo, MD Frank Zsoldos, MD Obstetrics &

Elisabeth Fontaine, MD Lowrey Sullivan, MD Leonard Tremblay, MD Mary Ann Yeatts-Peterson, MD

Occupational Medicine

Gynecology

Internal Medicine

Verne Backus, MD, MPH Austin Sumner, MD, MPH, CI **Ophthalmology**

Gregory J. Brophey, MD Thomas Dowhan, MD Juli Larson, MD

Oral Surgery Robert Lesny, DDS William Purdy, DDS

Orthopaedic Surger Michael Barnum, MD Robert Beattie, MD

Jeremy Hatch, MD

Pathology Peter Burke, MD Thomas Suppan, MD

"Chip" Chiappinelli, MD John DiMichele, MD Deanne Haag, MD Fred Holmes, MD Roya Mansoorani, MD Meredith Monahan, MD Joseph Nasca, MD H. Taylor Yates, MD

Psychiatry Casey Patunoff, MD Steven Sobel, MD

Radiology Luis Gonzalez, MD

Olga Lopatina, MD Quentin Rose, MD **Sports Medicine**

Urology

Heidi Zvolensky, MD

Podiatry David Groening, DPM

Adrian Webb, MD

Steve Landfish, DO

Cengiz Esenler, MD Christopher Fukuda, MD Richard Grunert, MD Richard Kershen, MD Elizabeth Perez, MD

Frank Zsoldos, MD David Groening, DPM

Peter Rath

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Molly Grismore

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Iane Catton Chief Quality Officer & Director of Process Improvemen Ted Sirotta

Chief Financial Officer &

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Keith Ploof

Virginia Hall

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Iudith Howrigan

Anna Hurlbut

Hayden Janes

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Peter Perley

Albert Perry

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Connie Lane

Kathleen Keenan

Shirley A. Jacobs

Patricia Reed Bryant Reynolds Kathleen Riley Richard Roberge Susan Roberts William Roberts, MD, PhD Donna Roby T.G. Howrigan, MD Virginia Howrigan Kevin Scheffler Marion Schibi Marietta Scholten, MD John Schreindorfer Albert Severy

Sally Severy May Shearer Heather Skilling, DVM Helen Soule Stephen C. Stata Joan St. Pierre Kathleen Tabor Patrick Talcott Becky S. Tarte-Richards Cheryl Teague Albert Tetreault Maureen Toof Paula Tremblay Edward J. Tyler, III Howard VanBenthuysen Connie Van Dine Juanita Viens Mara Vijups, MD Ruth Wallman James Walsh

Scott Wells

John Whitney

Joan Wilson

Joan A. Wood

Penny Wright

J. Brooks Zurn

Frank Zsoldos, MD

Jeff Young

Our QHR Connection

QHR is one of the quiet partners in NMC's success. Dating back to the merger in the late 70's, NMC has enjoyed the benefits of management, consulting and education services provided by QHR, formerly known as Quorum Health Resources.

St. Albans Cooperative Creamery In Memory of

Ruth Douglas, RN On Mother's Day, the family of Ruth Douglas, RN, gathered at NMC to attach a Leaf in her memory to NMC's Tree of Life. Jill Bowen, CEO, shared words of thanks, and noted how appropriate it was to be honoring Ruth's nemory in the midst of Nurses Week, the start of Hospital Week and on Mother's Day



In Memory of Joreen "Jerry" Johnson

Johnson family gathered at NMC to honor Joreen "Jerry" Johnson by presenting a Leaf in her memory on the NMC Tree of Life. Jerry was an active NMC volunteer from 1998 to 2005, and was a supporter of the NMC Auxiliary for over 30 years.

