



BUILDING ON OUR STRENGTHS

2022 ANNUAL REPORT

 Dartmouth Health

Mt. Ascutney Hospital and Health Center



FROM THE CEO

“

Our commitment to providing the best possible patient experience that we maintained in 2022 continued to yield results into 2023, as MAHHC recently received the Press-Ganey Guardian of Excellence Award for scoring about the 95th percentile in patient satisfaction on our Acute Rehabilitation Unit!

”

- Joe Perras,
CEO, Chief Medical Officer

We had a strong 2022, both financially and clinically. MAHHC outperformed budget and we continue to have excellent employee engagement and quality metrics in our facilities. The communities we serve are better for it. As I write this in June of 2023, we are celebrating awards for our commitment to improving patient experience as I am about to transition to Cheshire Medical Center in Keene, NH where I will serve as CEO. I have greatly enjoyed my 10 years at MAHHC and I have no doubt that our leadership teams and frontline providers will continue to provide the highest quality care in the safest possible environment for our staff and patients.



FINANCIAL UPDATE

Measured in numbers, it was a year marked by general stability across many metrics. We met our break-even budget, even on Hospital operations, in an environment where many Vermont hospitals suffered significant losses. Meanwhile, our total margin was affected by multiple factors: Our labor costs exceeded budget by \$2.7 million due to an increased reliance on traveler staff in multiple departments and we were not immune to the stock market's poor performance.

BALANCE SHEET (AUDITED)

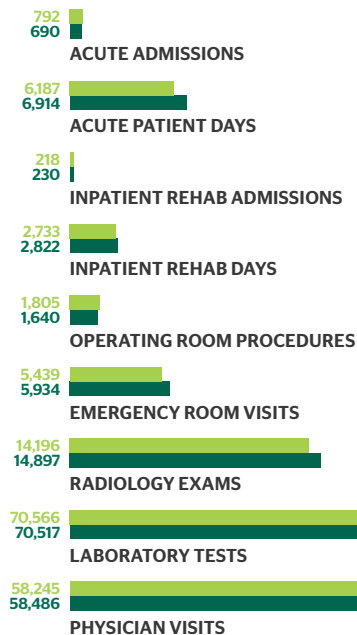
	2022	2021
ASSETS		
Cash	\$ 4,823,030	\$ 9,274,389
Short Term Investments	5,838,799	7,521,023
Accounts Receivable, Net	4,987,406	5,597,266
Supplies, Prepaids, Other Current	1,859,415	1,714,739
Current Assets	\$17,508,650	\$24,107,417
Assets Limited as to Use	32,924,084	32,512,399
Property and Equipment, Net	21,864,947	21,081,993
Other Assets	3,102,188	3,382,314
ASSETS	\$75,399,869	\$81,084,123
LIABILITIES AND NET ASSETS		
Accounts Payable & Accrued Expenses	\$ 3,186,063	\$ 2,586,832
Current Portion of Long Term Debt	472,589	542,543
Accrued Salaries and Wages	5,109,381	5,011,747
Other Current Liabilities	513,424	486,787
Deferred Revenue	4,379,034	2,960,754
Third Party Settlements	(13,714)	5,007,826
Current Liabilities	\$13,646,777	\$16,596,489
Long Term Debt	22,216,289	22,668,942
Retirement Liability	367,685	481,315
Other Non Current Liabilities	282,553	251,461
Total Liabilities	\$36,513,304	\$39,998,207
Without Donor Restrictions	31,181,983	31,751,944
With Donor Restriction - Time or Purpose	1,954,017	3,144,090
With Donor Restrictions - Perpetual	5,750,566	6,189,882
Net Assets	\$38,886,566	\$41,085,916
LIABILITIES AND NET ASSETS	\$75,399,870	\$81,084,123

OPERATING STATEMENT (AUDITED)

	2022	2021
AMOUNT BILLED & EARNED		
Services Billed for Inpatients	\$ 31,103,009	\$ 30,087,869
Services Billed for Outpatients	72,634,656	71,159,931
Services Billed for Providers	22,026,595	22,575,714
Other Operating Revenues	3,895,819	5,710,779
Total Gross Operating Revenue	\$129,660,079	\$129,534,293
AMOUNT NOT FULLY PAID FOR OUR SERVICES		
Not Paid by Those Unable to Pay	562,795	607,209
Not Paid by Those Unwilling to Pay	2,069,077	2,351,746
Not Paid by Medicare and Medicaid	52,119,194	49,105,042
Not Paid by Other Payers	12,444,968	12,613,452
Total Deductions from Revenue	\$67,196,033	\$64,677,449
Payments received for patients in Healthcare Reform system	2,748,809	1,987,077
Payments received for COVID relief	-	-
Total Net Operating Revenue	\$65,212,855	\$66,843,921
AMOUNT WE PAID TO PROVIDE SERVICES		
Salaries and Benefits for Our 414 Employees	36,943,221	37,308,077
Supplies and Services We Purchase	18,635,960	14,830,157
Utilities, Leases, and Rentals	6,584,283	5,471,050
Interest on Outstanding Debt	484,633	514,635
Wear and Tear on Building and Equipment	2,316,502	2,576,158
Total Expenses Paid	\$64,964,599	\$60,700,077
INCOME (LOSS) OPERATIONS	\$ 248,256	\$ 6,143,844

SERVICE TO THE COMMUNITY STATS

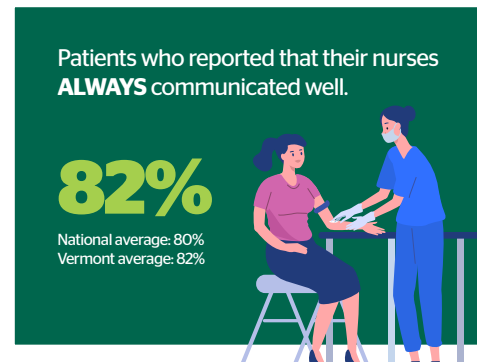
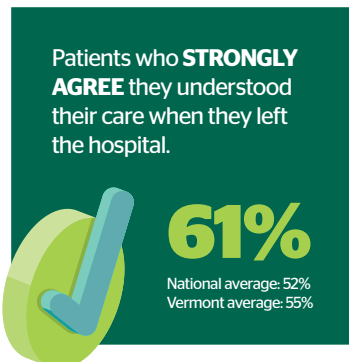
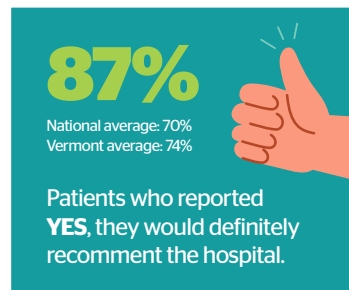
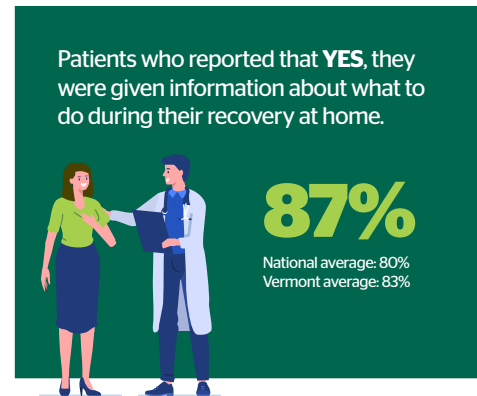
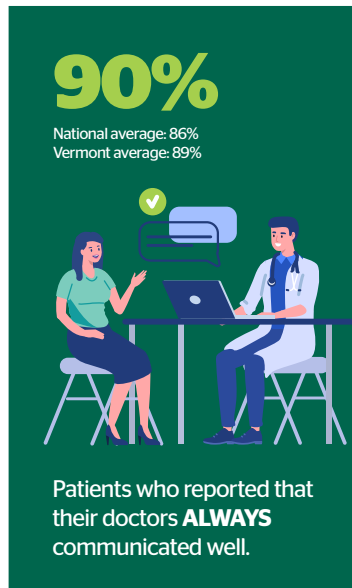
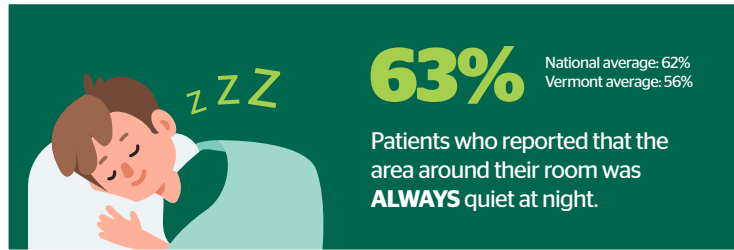
Hospital admissions, surgical procedures, and primary care, specialty care, and inpatient visits saw slight declines. At the same time, radiology procedures increased, and our Emergency Department visits, imaging, and testing volumes remain high.



2021
2022

PATIENT SATISFACTION

MAH is proud of our HCAHPS (Hospital Consumer Assessment of Healthcare Providers and Systems) scores. As you can see in the graphic elsewhere in this report, our staff scored well above the national average in every category and MAHHC was the highest performing hospital in Vermont in 7 of the 10 categories surveyed. These questions measure patient comfort, confidence in our care, and the clarity of our communication with them. Consistent excellence in these measures is vitally important, and we are achieving it every day.



Current Walk-In volumes are consistently above “break-even” levels and creating better utilization and efficiency in costs related to staffing. We are currently working on plans to support a future expansion in Walk-In Clinic hours from the current 1 PM – 5 PM to 9 AM – 5 PM.

WALK-IN SERVICES

2022 saw the first full year of operation for the Hospital’s Walk-In Services, which started in November 2021 in response to increased demand on Emergency Department and Primary Care resources.

Walk-In Services have successfully been operationalized to relieve

demand on the ED, creating space and quicker access for the most critically ill or injured, while the excellent service provided by Primary Care Clinic staff, key clinicians, and ED physician assistants in Walk-in Services increased much needed access to high-quality care for urgent, but not life-threatening cases.



MENTAL HEALTH

America is facing a behavioral health crisis and we are feeling it acutely in Vermont. Our state has seen increasing suicide rates and in 2022, 142 Vermonters died by suicide, our highest per capita rate of suicide death in 15 years. The Covid-19 pandemic did not cause the rise in depression, anxiety, and substance abuse, but it did amplify trends that we as healthcare providers were seeing for years.

“
At Mt. Ascutney Hospital and Health Center, we have invested in behavioral health resources in our primary care and pediatrics clinics, but access to services remains a critical issue across Windsor County.

”
- Joe Perras,
CEO, Chief Medical Officer



COMMUNITY HEALTH

This year’s Community Benefits report, scheduled to release in May, was dedicated to Jill Lord, RN, MS. Jill worked at MAHHC for over 30 years in administrative nursing roles and as the Director of Community Health. We are pleased to welcome Melanie Sheehan who steps in the role after over 20 years of working along side Jill.



CONTINUOUS IMPROVEMENT

“
These improvements help us keep pace with advances in technology and prepare for future growth.”

— Joe Perras,
CEO, Chief Medical Officer

Across our facilities, 2022 saw continuous improvements, from upgraded Radiology Rooms to extensive rewiring throughout our Windsor campus to accommodate enhanced security, and a new phone system. We renovated our Telcom rooms, and made improvements to waiting rooms and common areas, as we installed computer stations at bedsides for real-time documentation of patient care. Ottauquechee Health Center received a new generator, and we are preparing to make significant

upgrades on the Windsor campus to the chiller plant, bulk oxygen, lab air handler unit, and other systems. These improvements help us keep pace with advances in technology and prepare for future growth.

Today, our biggest challenge is one faced by healthcare providers large and small, near and far—ensuring that staffing levels remain high enough to ensure comprehensive, high-quality care. I'm happy to say that we have had some success over the past year in

recruiting nursing and other staff positions, our turnover is low, and our financial performance lets us respond rapidly to labor market changes. As we work within the Dartmouth Health system to develop programs and policies that help us attract and develop staff, we are aware that the lack of affordable housing for all workers is a challenge requiring a coordinated response from business and civic leaders, and that staffing for businesses of all types is affected by larger migration trends.



IN DEDICATION...

“

I was honored to be part of the celebration of the newly named Richard I. Slusky Outpatient Therapies wing, paying tribute to his many achievements as MAHHC's CEO along-side his family and friends.

”

- Joe Perras,
CEO, Chief Medical Officer



“

Richard was a man who honored his commitments and demonstrated integrity throughout the time I worked with him. He enjoyed people and demonstrated his care and compassion to all he interacted with.

”

- Belinda Needham-Shropshire,
Director of Rehabilitation Services

A transformative figure in MAHHC's history, Slusky was responsible for numerous expansions and improvements to the hospital's outpatient therapies program as CEO for 28 years from 1982 to 2010.



HOSPITAL MAP



Mt. Scutney Hospital and Health Center

289 County Road, Windsor, VT 05089
(802) 674-6711 | mtscutneyhospital.org

Ottauquechee Health Center

32 Pleasant Street, Woodstock, VT 05091
(802) 457-3030

MAHHC Ophthalmology

80 S. Main Street, Top Floor, Hanover, NH 03755
(603) 643-1919

Historic Homes of Runnemedede

40 Maxwell Perkins Lane, Windsor, VT 05089
(802) 674-6733 | HHRliving.org

Volunteers in Action

Windsor Connection Resource Center (New Location!)
1 Railroad Avenue, Office #203, Windsor, VT 05089
via@mahhc.org | (802) 674-5971 | mtscutneyhospital.org/ViA

