



FY 2023  
**ANNUAL  
REPORT**

Quality  
Caring  
Commitment

# From *the* CEO

2023 was another strong year for Mt. Ascutney Hospital and Health Center (MAHHC). Once again we outperformed our budget, demonstrating that our consistent commitment to ensuring quality, with caring, yields consistent results. Our employee engagement and patient satisfaction scores remain impressively high, as we expand our services and our roster of exceptional caregivers.

Over the course of the past year, we expanded walk-in services, welcomed Dartmouth Ophthalmology surgical services here, and recruited more than a half-dozen new providers, including a general surgeon. We also renewed our acute inpatient CARF accreditation, added outpatient therapies and stroke CARF accreditations and Geriatric Emergency Department accreditation. At the same time, we rose to meet the reality faced by all hospitals, working with our system partners at Dartmouth Health on staffing challenges and with the state of Vermont to ensure more affordable housing for team members.

As we look back, we are also preparing for the future, drawing up plans to modernize our Operating Suite, and investing in programs to develop local nursing talent. On a personal note, I wish to express my gratitude to the MAHHC staff and our community for so warmly welcoming me to the Hospital as Interim CEO. Inspired by the commitment of our staff, I am committed to guiding MAHHC into a successful future—for us and those we serve.

— “ —

*Mt. Ascutney Hospital and Health Center has a legacy of superior local healthcare stretching back more than 90 years. Every day, my colleagues are living up to that legacy by demonstrating how they earned accolades like the Press Ganey HX Guardian of Excellence Patient Experience Award for rehabilitation and ambulatory care.*

— ” —

*WSPH*

**Winfield S. Brown**  
Interim Chief Executive Officer







# New and Expanding Services

We are always looking for ways to expand the care we provide, driven by the needs of our communities. With this in mind, 2023 was a year of growth for services at Mt. Ascutney Hospital and Health Center and Ottauquechee Health Center.

**Walk-In Services** at MAHHC, which provides convenient access to care without an appointment for urgent, non-emergency medical needs—typically with shorter wait times and lower insurance co-pays than emergency room care—extended its hours of service to Monday through Friday, 9 AM to 5 PM.

**Surgical Services and Gastroenterology** added skilled surgeons and providers to increase local access to general surgery, preventive services such as endoscopies and colonoscopies, and other specialized procedures. Together, Dr. Astrid Gleaton, Dr. Catherine Schneider, Dr. Lauren Tormey, and Dr. Brent White and their team of nurses and operating room professionals are raising surgical care here to a new level.

**Pediatric** care access continues to expand at MAHHC and OHC, with the addition of skilled providers like board-certified Nurse Practitioner Kristin Morgan, APRN and Samantha Ingerick, DNP. The whole department offers a holistic approach to care that's focused on families and building connections between children and parents.

**Urology Services** also grew over the past year, with Dr. Michael Curtis, Dr. Zita Ficko, Dr. Amichai Kilchevsky, and Nurse Practitioner Emily Miller and their team ensuring that urology care for men and women—including care for incontinence, stone diseases, UTIs, prostate problems, cancer, and other conditions and procedures—is more accessible than ever, close to home.

## **Ophthalmology Services**

at MAHHC grew in 2023 and continues to expand into FY24, providing patients with local access to skilled care for conditions of the eye. Joining ophthalmologist Dr. Christopher Connor, a nationally recognized cataract surgeon, and Dr. Peter Lapre are Dr. Tarika Thareja, who has expertise in glaucoma and cataracts, and Dr. Lauren Pallet. The team specializes in treating people who experience glaucoma, diabetic retinopathy, dry eye, and other conditions that can affect eyesight. Together, they ensure comprehensive eye care for the region we serve, with offices at the Hospital in Windsor, Vermont and in Hanover, New Hampshire.



80%

Patients who reported that their nurses **ALWAYS** listened carefully to them

National Average: 76%  
Vermont Average: 78%

85%

Patients who reported that their doctors **ALWAYS** listened

National Average: 78%  
Vermont Average: 79%

85%

Patients who reported that when receiving new medication the staff **ALWAYS** communicated what the medication was for

National Average: 75%  
Vermont Average: 75%

78%

Patients who reported **YES**, they would definitely recommend the hospital

National Average: 69%  
Vermont Average: 70%

90%

Patients who reported that their room and bathroom were **ALWAYS** clean

National Average: 72%  
Vermont Average: 74%

# Patient Satisfaction

at MAHHC & OHC

90%

Patients who reported that **YES**, they were given information about what to do during their recovery at home

National Average: 86%  
Vermont Average: 88%

80%

Patients who reported that their nurses **ALWAYS** explained things in a way they could understand

National Average: 75%  
Vermont Average: 76%

93%

Patients who reported that their doctors **ALWAYS** treated them with courtesy and respect

National Average: 86%  
Vermont Average: 87%



[hcahpsonline.org](https://hcahpsonline.org)

Centers for Medicare & Medicaid Services,  
Baltimore, MD, February 26, 2024.

**HCAHPS**  
Hospital Consumer Assessment of  
Healthcare Providers and Systems



# Operations Update

## Building for the Future

In 2023, Mt. Ascutney Hospital and Health Center continued to make progress on the goals established in our Five Year Capital Plan, while addressing routine repairs and new needs as they arise at MAHHC and OHC. All of our building and renovation work is designed to support clinical excellence, evolving standards of care, high evaluation scores, continued competitiveness, and future growth. Recent capital improvements of significance include:

- ▶ The installation of a new Heating, Ventilation, and Air Conditioning (HVAC) system for the MAHHC laboratory, to ensure our lab work continues to be performed in ideal conditions.
- ▶ Renovation of the Emergency Department Nurses' Station and supply room, and new instrument washer in Central Sterile Reprocessing, to facilitate rapid, state-of-the-art care for those who need it most.
- ▶ Interior painting and modernizing updates to common spaces.
- ▶ Security improvements including our recently implemented ID badge access system, and cameras strategically placed to enhance patient and provider safety.
- ▶ Relocating our bulk oxygen system to make it easier for larger trucks to deliver greater quantities of oxygen to us.
- ▶ Updated signage throughout our facilities.

## In addition, we have kicked off:

- ▶ Upgrading of our chiller plant and air handling systems.
- ▶ IT integration into the Dartmouth Health Electronic Medical Record.

Together, all of these investments in medical technology and building infrastructure help to ensure that we are ready for the healthcare needs of our communities today and for years to come.

# Recruitment, Retention and Workforce Development

## Developing Careers at MAHHC

Hiring—and keeping—talented clinical staff members is a challenge for every healthcare organization today. In partnership with a number of state-level organizations, one way MAHHC is meeting this challenge is with a Career Development Program designed to give good people achievable paths to fulfilling careers.

## Nursing Pathway Program

This program offers entry-level healthcare workers the opportunity to earn professional nursing licensure, becoming Registered Nurses in as few as three years as they earn a salary and benefits. Qualified candidates start out as Mental Health Technicians or Licensed Nursing Assistants, then take Community College of Vermont (CCV) classes, acquiring credits to advance in their careers. This program is made possible in partnership with VT Business Roundtable Foundation, VT State University, VT Student Assistance Corporation, CCV, and VT Talent Pipeline Management.



Dartmouth Health  
Mt. Ascutney Hospital  
and Health Center  
289 County Road

# Connecting *and* Collaborating at Cloudland Farm

A key part of ensuring quality in healthcare is strong communication. That was the guiding spirit of the October 19 event that brought together Hospital leadership, the Board of Trustees, and friends of Mt. Ascutney Hospital and Health Center and Ottauquechee Health Center for an evening of introductions, presentations, and conversation over dinner at the beautiful Cloudland Farm in North Pomfret, Vermont.



Director of Development Tayo Kirchhof welcomed attendees, expressed gratitude to Cloudland for their gracious hosting, and introduced Belinda Needham-Shropshire, Sr. Director of Rehabilitation Services. Providing a brief history of the Hospital, Needham-Shropshire pointed out the vital importance of community support at every stage of the journey for both MAHHC and OHC. She suggested that the close connection between caregivers and community, the Hospital's centering of patient and employee satisfaction, and the ability to really know patients coupled with the resources of being a Dartmouth Health system partner, is part of what draws clinicians here.



Interim CEO Win Brown introduced himself to the assembled group by touching on his longtime connections to the Upper Valley, sketching his background in philanthropy and healthcare administration, and explaining the underlying values that led him to MAHHC. As part of his learning about the Hospital's needs and priorities, he invited supporters to share their own perspectives and priorities.

Chief Operating Officer Hannah Bianchi, whose MAHHC roots go back generations of Hospital employees and supporters, spoke about her work spurring productive conversations throughout the Hospital in order to get essential work done with maximum efficiency and fulfill the goals of the Five Year Capital Plan.

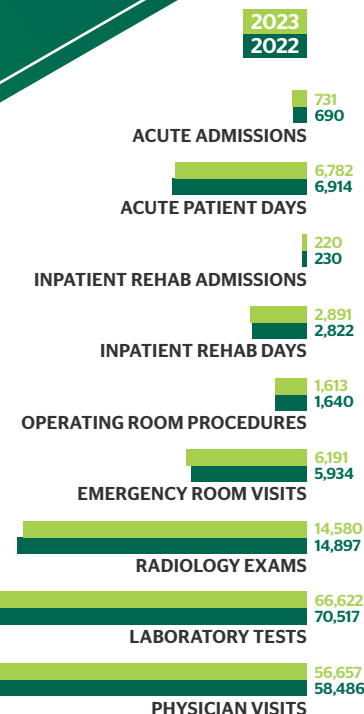
*"This is your community,  
and Mt. Ascutney Hospital and  
Health Center is your hospital."*

**Tayo Kirchhof,**  
Director of Development

To wrap up the program, Kirchhof returned to talk about how philanthropy bolsters care and helps to ensure a strong future for MAHHC. She discussed financial giving by Hospital leadership, MAHHC's goals for developing relationships with supporters, and the importance at every step of stakeholder input. To that end, she invited questions and comments, both at the event and afterward.

# Financial Update

This fiscal year experienced lower than anticipated patient activity in an environment where many Vermont hospitals still struggled to regain lost volumes due to the pandemic. MAHHC experienced slightly lower overall patient volumes, however income from operations exceeded budget, as expenses were well-managed. In 2024 volumes are forecasted to return to historic levels.



## BALANCE SHEET (AUDITED)

	2023	2022
<b>ASSETS</b>		
Cash	8,263,695	4,823,030
Short Term Investments	6,082,366	5,838,799
Accounts Receivable, Net	6,204,613	4,987,406
Supplies, Prepays, Other Current	2,108,821	1,954,927
<b>Current Assets</b>	<b>\$22,659,495</b>	<b>\$17,604,162</b>
Assets Limited as to Use	34,190,954	32,924,084
Property and Equipment, Net	22,916,156	21,864,947
Other Assets	3,230,809	3,102,188
<b>ASSETS</b>	<b>\$82,997,414</b>	<b>\$75,495,381</b>
<b>LIABILITIES AND NET ASSETS</b>		
Accounts Payable & Accrued Expenses	4,826,010	3,186,063
Current Portion of Long Term Debt	448,207	472,589
Accrued Salaries and Wages	5,041,044	5,109,381
Other Current Liabilities	908,005	513,424
Deferred Revenue	2,969,334	4,379,034
Third Party Settlements	1,136,096	(13,714)
<b>Current Liabilities</b>	<b>\$15,328,698</b>	<b>\$13,646,777</b>
Long Term Debt	17,585,805	22,216,289
Retirement Liability	340,444	367,685
Other Non Current Liabilities	4,886,988	378,064
<b>Total Liabilities</b>	<b>\$38,141,935</b>	<b>\$36,608,815</b>
Without Donor Restrictions	36,693,917	31,181,983
With Donor Restriction - Time or Purpose	2,322,484	1,954,017
With Donor Restrictions - Perpetual	5,839,078	5,750,566
<b>Net Assets</b>	<b>\$44,855,479</b>	<b>\$38,886,566</b>
<b>LIABILITIES AND NET ASSETS</b>	<b>\$82,997,414</b>	<b>\$75,495,381</b>

## OPERATING STATEMENT (AUDITED)

	2023	2022
<b>AMOUNT BILLED &amp; EARNED</b>		
Services Billed for Inpatients	\$ 31,661,899	\$ 31,103,009
Services Billed for Outpatients	76,126,763	72,634,656
Services Billed for Providers	22,013,765	22,026,595
Other Operating Revenues	3,645,115	4,821,533
<b>Total Gross Operating Revenue</b>	<b>\$133,447,542</b>	<b>\$130,585,793</b>
<b>AMOUNT NOT FULLY PAID FOR OUR SERVICES</b>		
Not Paid by Those Unable to Pay	389,555	562,795
Not Paid by Those Unwilling to Pay	2,813,470	2,069,077
Not Paid by Medicare and Medicaid	55,054,687	52,119,194
Not Paid by Other Payers	9,333,461	12,444,967
<b>Total Deductions from Revenue</b>	<b>\$67,591,173</b>	<b>\$67,196,033</b>
Payments received for patients in Healthcare Reform system	2,717,270	2,748,809
Payments received for COVID relief	1,270,324	-
<b>Total Net Operating Revenue</b>	<b>\$69,843,963</b>	<b>\$66,138,569</b>
<b>AMOUNT WE PAID TO PROVIDE SERVICES</b>		
Salaries and Benefits for Our 414 Employees	37,199,009	36,943,221
Supplies and Services We Purchase	21,732,888	18,635,960
Utilities, Leases, and Rentals	6,703,743	6,584,283
Interest on Outstanding Debt	479,332	484,633
Wear and Tear on Building and Equipment	2,326,851	2,316,502
<b>Total Expenses Paid</b>	<b>\$68,441,823</b>	<b>\$64,964,599</b>
<b>INCOME (LOSS) OPERATIONS</b>	<b>\$1,402,140</b>	<b>\$1,173,970</b>



# Recognized Quality

Ask any of our caregivers, and they'll likely tell you they don't do this work for the recognition. All that they accomplish for our patients and community, big and small, adds up to the kind of quality that gets recognized with some of the most prestigious awards and accreditations in healthcare.



Mt. Ascutney Hospital and Health Center has been recognized for the second year in a row by Press Ganey with a prestigious Guardian of Excellence Award®. This year our recognition for multi-year employee engagement has enabled us to be a recipient of the 2023 Human Experience Guardian of Excellence Award.



Mt. Ascutney Hospital and Health Center was honored with the 2023 Performance Leadership Award from Chartis, a leading national healthcare consulting firm. The award celebrates top-quartile performance in quality, outcomes, and patient perspective in rural hospitals across the US. MAHHC earned this award in the patient perspective category, scoring in the 75th percentile among more than 2,000 rural hospitals nationally.



Mt. Ascutney Hospital and Health Center was awarded the 2022 Press Ganey Human Experience Guardian of Excellence Award, Inpatient Rehabilitation, recognizing the top 5% of healthcare organizations in patient experience, employee engagement, physician engagement, or clinical quality performance.



The Commission on Accreditation of Rehabilitation Facilities (CARF) bestows accreditation on rehabilitation programs that demonstrate an ongoing commitment to quality improvement, a focus on patients, and continual monitoring of our results. We are proud to be CARF-accredited in our acute inpatient, outpatient, and stroke specialty rehabilitation programs.



The Emergency Department at Mt. Ascutney Hospital and Health Center was the first in Vermont to earn accreditation as a Level 2 Geriatric Emergency Department from the American College of Emergency Physicians (ACEP) which recognizes emergency departments that uphold the highest care standards for older patients, by following best practices, stressing patient education, and guaranteeing the best transitions from the emergency department to other settings, such as hospital inpatient units or skilled nursing communities.



Mt. Ascutney Hospital and Health Center and Ottauquechee Health Center are the recipients of Level 3 Recognition as a Patient-Centered Medical Home™ (PCMH™) by The National Committee for Quality Assurance (NCQA), a private, non-profit organization dedicated to improving health care quality. Level 3 Recognition is the highest level attainable.



Recognized by CMS as among the top in the nation, Mt. Ascutney Hospital and Health Center received a five-star summary rating, the highest a facility can achieve for its drug communications, according to CMS' Hospital Consumer Assessment of Healthcare Providers and Systems data. CMS shares 10 HCAHPS star ratings based on measures such as care transitions, nurse communication and cleanliness.

## Mt. Ascutney Hospital and Health Center

289 County Road, Windsor, VT 05089  
802-674-6711 | [mtascutneyhospital.org](http://mtascutneyhospital.org)

## Ottauquechee Health Center

32 Pleasant Street, Woodstock, VT 05091  
802-457-3030 | [mtascutneyhospital.org/OHC](http://mtascutneyhospital.org/OHC)

## 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](http://HHRliving.org)

## Volunteers in Action

Windsor Connection Resource Center  
1 Railroad Avenue, Office #203, Windsor, VT 05089  
802-674-5971 | [mtascutneyhospital.org/ViA](http://mtascutneyhospital.org/ViA)