For all the seasons of your life, we're here to keep you well.

2018 | Annual Report
MISSION
To improve the lives of those we serve.

VISION
Mt. Ascutney Hospital and Health Center will achieve high quality care, high patient satisfaction, and high value through:
- Development of programs based on community need and sustainability -
  - Multidisciplinary and regional cooperation -
  - Involvement of patients in their own care decisions -
  - Empowerment of and respect for our staff -
  - Fiscal responsibility -

Our success will be measured by the improvement of the health, wellness and comfort of those we serve.

We’re here to keep you well.
Almost everything in your life changes as you age. You’re faced with many choices that can affect your health along the way. Illnesses and accidents can alter everything. What doesn’t change is your need for high quality services to ensure your health and wellness at every stage of life. **That’s why Mt. Ascutney Hospital and Health Center and Ottauquechee Health Center are here for you, your family, and your community.**

Our mission is to improve your life, whether you’re one or one-hundred years old. To do that, we provide an array of high-quality health care services for people of all ages, with additional specialized support through our membership in the Dartmouth-Hitchcock Health system. We also embrace our responsibility to improve and protect community health beyond our Hospital walls. That’s why we work with partners from health, social services, and other fields to promote health and wellness in all the towns we serve.

On the following pages, we extend our thanks to members of our extended family and community for the many contributions they’ve made to our success.

Dr. Joseph Perras, MD
President and CEO, Chief Medical Officer
The Power of Giving

As a nonprofit, community-based organization, Mt. Ascutney Hospital and Health Center (MAHHC) is sustained in part by passionate support from those in the communities we serve. Whether you volunteer to deliver Meals on Wheels, make a financial contribution, or become a member of the Hospital’s Auxiliary, you are helping us fulfill our mission to improve the lives of those we serve – you, your family, and your neighbors.

Unrestricted dollars give our leaders the flexibility to focus on our community’s most pressing health care needs and respond to crises. They allow us to address such issues as the opiate epidemic, upgrades to aging equipment, like our new CT scanner, and renovations to our cafeteria to improve the patient experience.

Restricted gifts, such as those given to our Family Wellness Program by local foundations and families, allow us to offer special services to specific patient populations. Other examples include a grant from the Vermont Community Foundation that helps support independent living services for seniors, and a gift of sleeper chairs that allow family members of Rehabilitation patients to spend more time with their loved ones.

If you have the capacity to invest your time, talent, funds, or other resources, please let us show you how you can help improve the health and wellbeing of all in this region while supporting quality health care close to home. Simply visit mtascutneyhospital.org/gifts-and-supporters or contact our Development Office at (802) 674-7321.

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**2018 Sources of Funds**
- Organizations: 64.5%
- Individuals: 18.8%
- Estates: 16.7%

**2018 Uses of Funds**
- Unrestricted: 50%
- Restricted: 50%
36th Annual MAH Classic

Woodstock Country Club was again the site of the MAH Classic, this year drawing eighty-seven golfers to continue a tradition of giving that started 36 years ago. The annual tournament raises funds to benefit patients of Mt. Ascutney Hospital and the Ottauquechee Health Center, and to manage programs that promote community health and wellness for all in the Windsor-Woodstock region.

With generous participation by sponsors and players, plus silent auction donors and bidders, this year’s tournament raised almost $20,000.


Special Note

The next MAH Classic will be played in the Fall of 2019 instead of in June. Please watch for news of the date.
**Appeal for Auxiliary Members and ViA Volunteers**

A sense of purpose. Connections to others. Improved health. Increased happiness. Research tells us these are among the many benefits of volunteering.

To be part of the solution. To pay it forward. To live a meaningful life. These are just a few reasons why people like you offer their time and talent to Volunteers in Action or Mt. Ascutney Hospital Auxiliary.

Though independent, The Mt. Ascutney Hospital Auxiliary has been an integral part of the Hospital for sixty-five years. Its dedicated members raise funds through bake sales and yard sales, volunteer work, and the operation of the Hospital’s gift shop, The Lobby Stop. Each year, the Auxiliary makes a generous contribution that helps support the vital programs and services that benefit our patients. The Auxiliary also offers a scholarship to help further the education of high school students who intend to pursue careers in the healthcare field.

For information about becoming a member of the Auxiliary, please call (802) 674-7255.

Volunteers in Action (ViA) is a community-based service of MAHHC that connects caring volunteers to elderly, disabled, and low income neighbors who need a helping hand to maintain health and independence. Some of the services provided by ViA volunteers include transportation (to the doctor, grocery store, pharmacy, foodbank, social service agencies, etc.), Meals on Wheels, volunteers at the Hospital, monthly Community Meals (in Hartland, Windsor and Ascutney), and programs serving local residents who are food insecure.

For information about becoming a ViA volunteer, please call (802) 674-5971.

THANKS for all you do
### Balance Sheet (Audited)

**September 30, 2018 & 2017**

<table>
<thead>
<tr>
<th>Assets</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$7,170,205</td>
<td>$6,094,896</td>
</tr>
<tr>
<td>Short Term Investments</td>
<td>$174,261</td>
<td>$172,467</td>
</tr>
<tr>
<td>Accounts Receivable, Net</td>
<td>$5,727,191</td>
<td>$5,647,780</td>
</tr>
<tr>
<td>Supplies, Prepaids, Other Current</td>
<td>$1,811,802</td>
<td>$1,815,841</td>
</tr>
<tr>
<td><strong>Total Current Assets</strong></td>
<td><strong>$14,883,459</strong></td>
<td><strong>$13,730,984</strong></td>
</tr>
<tr>
<td>Assets Limited as to Use</td>
<td>$19,094,654</td>
<td>$17,137,759</td>
</tr>
<tr>
<td>Property and Equipment, Net</td>
<td>$18,085,243</td>
<td>$17,135,211</td>
</tr>
<tr>
<td>Other Assets</td>
<td>$2,692,351</td>
<td>$2,604,060</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>$54,755,707</strong></td>
<td><strong>$50,608,014</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts Payable &amp; Accrued Expenses</td>
<td>$3,545,096</td>
<td>$2,000,876</td>
</tr>
<tr>
<td>Current Portion of Long Term Debt</td>
<td>$194,616</td>
<td>$186,708</td>
</tr>
<tr>
<td>Accrued Salaries and Wages</td>
<td>$3,636,379</td>
<td>$3,367,257</td>
</tr>
<tr>
<td>Other Current Liabilities</td>
<td>$448,184</td>
<td>$422,418</td>
</tr>
<tr>
<td>Deferred Revenue</td>
<td>$952,648</td>
<td>$630,926</td>
</tr>
<tr>
<td>Third Party Settlements</td>
<td>$1,396,395</td>
<td>$1,133,202</td>
</tr>
<tr>
<td><strong>Total Current Liabilities</strong></td>
<td><strong>$10,173,318</strong></td>
<td><strong>$7,741,387</strong></td>
</tr>
<tr>
<td>Long Term Debt</td>
<td>$11,215,741</td>
<td>$11,405,403</td>
</tr>
<tr>
<td>Pension Liability</td>
<td>$4,573,284</td>
<td>$5,687,334</td>
</tr>
<tr>
<td>Other Non Current Liabilities</td>
<td>$240,470</td>
<td>$230,469</td>
</tr>
<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$26,202,813</strong></td>
<td><strong>$25,064,593</strong></td>
</tr>
<tr>
<td>Unrestricted Net Assets</td>
<td>$21,306,927</td>
<td>$18,320,178</td>
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<tr>
<td>Temporarily Restricted Net Assets</td>
<td>$1,354,614</td>
<td>$1,345,233</td>
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<tr>
<td>Permanently Restricted Net Assets</td>
<td>$5,891,353</td>
<td>$5,878,010</td>
</tr>
<tr>
<td><strong>Total Net Assets</strong></td>
<td><strong>$28,552,894</strong></td>
<td><strong>$25,543,421</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities and Net Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total Assets and Liabilities</strong></td>
<td><strong>$54,755,707</strong></td>
<td><strong>$50,608,014</strong></td>
</tr>
</tbody>
</table>

### Operating Statement (Audited)

**For the Years Ended September 30, 2018 & 2017**

<table>
<thead>
<tr>
<th>Amount We Billed &amp; Earned</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services Billed for Inpatients</td>
<td>$27,266,563</td>
<td>$24,183,399</td>
</tr>
<tr>
<td>Services Billed for Outpatients</td>
<td>$50,638,806</td>
<td>$46,054,519</td>
</tr>
<tr>
<td>Services Billed for Providers</td>
<td>$19,463,239</td>
<td>$18,195,514</td>
</tr>
<tr>
<td>Other Operating Revenues</td>
<td>$5,104,104</td>
<td>$4,119,216</td>
</tr>
<tr>
<td><strong>Total Gross Operating Revenue</strong></td>
<td><strong>$102,472,712</strong></td>
<td><strong>$92,552,648</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Amount Not Fully Paid for Our Services</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Paid by Those Unable to Pay</td>
<td>$949,742</td>
<td>$733,410</td>
</tr>
<tr>
<td>Not Paid by Those Unwilling to Pay</td>
<td>$1,541,879</td>
<td>$1,725,743</td>
</tr>
<tr>
<td>Not Paid by Medicare and Medicaid</td>
<td>$36,060,486</td>
<td>$29,974,593</td>
</tr>
<tr>
<td>Not Paid by Other Payers</td>
<td>$9,424,439</td>
<td>$8,288,088</td>
</tr>
<tr>
<td><strong>Total Deductions from Revenue</strong></td>
<td><strong>$47,976,546</strong></td>
<td><strong>$40,721,834</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Amount We Paid to Provide Services</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Benefits for Our 396 Employees</td>
<td>$32,348,976</td>
<td>$30,254,615</td>
</tr>
<tr>
<td>Supplies and Services We Purchase</td>
<td>$13,532,394</td>
<td>$12,417,047</td>
</tr>
<tr>
<td>Utilities, Leases, and Rentals</td>
<td>$5,266,726</td>
<td>$5,397,062</td>
</tr>
<tr>
<td>Interest on Outstanding Debt</td>
<td>$226,535</td>
<td>$219,414</td>
</tr>
<tr>
<td>Wear and Tear on Building and Equipment</td>
<td>$2,076,660</td>
<td>$2,104,831</td>
</tr>
<tr>
<td><strong>Total Expenses Paid</strong></td>
<td><strong>$53,451,291</strong></td>
<td><strong>$50,392,969</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Income on Operations</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Income from Non-Operating Revenues (Investments, Donations, etc.)</strong></td>
<td>$13,294,872</td>
<td>$4,452,865</td>
</tr>
<tr>
<td><strong>Funds Available for Debt and for Future Investment into Buildings and Programs</strong></td>
<td>$2,986,747</td>
<td>$5,890,710</td>
</tr>
</tbody>
</table>

### Service to the Community

<table>
<thead>
<tr>
<th>Service to the Community</th>
<th>2018</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acute Admissions</td>
<td>241</td>
<td>241</td>
</tr>
<tr>
<td>Acute Patient Days</td>
<td>1,507</td>
<td>1,507</td>
</tr>
<tr>
<td>Inpatient Rehabilitation Admissions</td>
<td>3,081</td>
<td>2,938</td>
</tr>
<tr>
<td>Inpatient Rehabilitation Days</td>
<td>4,793</td>
<td>4,744</td>
</tr>
<tr>
<td>Operating Room Procedures</td>
<td>1,1746</td>
<td>11,238</td>
</tr>
<tr>
<td>Emergency Room Visits</td>
<td>58,953</td>
<td>51,998</td>
</tr>
<tr>
<td>Radiology Exams</td>
<td>2,986</td>
<td>60,786</td>
</tr>
<tr>
<td>Laboratory Tests</td>
<td>58,953</td>
<td>50,397</td>
</tr>
<tr>
<td>Physician Visits</td>
<td>11,238</td>
<td>50,859</td>
</tr>
<tr>
<td></td>
<td>831</td>
<td>775</td>
</tr>
</tbody>
</table>
Medical Staff
Anesthesia
Dennis Heibein, CRNA
Peter Rauert, MD
Cardiovascular Medicine
Shawn Ahmad, MD
Emergency Medicine
Richard Marasa, MD
Matthew Bouetter, PA
George Brothers, Jr., PA
Warren Fenner, PA
Z Fritz Fuller, PA
Connor Looney, PA
Katherine Macko, PA
Darren Michalak, PA
Lee Morissette, PA
Bryan Ng, PA
Gregory Raines, PA
Family Medicine
Judi Friedman, PA
Mary Joyce, MD
MacKenzie Monahan, PA
Sean O'Brien, PA
Leesa Taft, ARNP
Faiza Wajid, DO
Sean Uiterwyk, MD
Gastroenterology
Sammy Horton, MD
Geriatrics
Marlene Sachs, MD
General Surgery
Chelsea Curran, NP
Catherine Schneider, MD
Brent White, MD
Hospitalist
Alden Hall, MD
Herbert Ip, MD
William Palmer, MD
Joseph Perras, MD
Bilal Rizvi, MD
Judith Ross, ARNP
Internal Medicine
Betty Fields, NP
Ivan Levin, MD
Lorissa Segal, MD
Steven Smith, MD
Christopher Snow, PA
Oncology
Letha Mills, MO, ARNP
Ophthalmology
Christopher Connor, MD
Optometry
Peter Lapre, OD
Pain Management
Peter Rauert, MD
Kimberly Youngren, MD
Pediatrics
Kimberly Aakre, MD
Mary Bender, MD
Clare Dribitko, MD
Kathleen Geagan, MD
Patricia Stakey, MD
Physiatry
Annie Mason, MD
Physical Medicine and Rehabilitation
Heidi Cruz, MD
Podiatry
Jeffrey King, DPM
Psychiatry
Patricia Daly, MD
Radiology
Mark Hansberry, MD
Rheumatology
David Podell, MD
Podiatry
Jeffrey King, DPM

Affiliated/Courtesy Staff
Addiction Medicine
C. Frederick Lord, MD
Anesthesia
Gregory Aprilianno, CRNA
Dustin Forney, CRNA
Megan Taylor, CRNA
Francis Valenti, CRNA
Dental
Mark Knott, DMD
Dermatology
Daniel Peraza, MD
Jose Peraza, MD
Kira Schachinger, PA
Emergency Medicine
Alex Affrey, PA
Joshua Cascadden, PA
Matthew Hinge, PA
Will Hoser, PA
Joshua Rosenblum, PA
Rachel Spengler, PA
Cary Stafford, PA
Jessica White, PA
Gastroenterology
Lauren Torney, MD
General Surgery
Sean Bears, MD
Hospitalist
Elisabeth Haeger, MD
B. Justin Krawitt, MD
Sarah Logan, MD
David Russo, MD
Neil Volk, MD
Richard Zuckerman, MD
Internal Medicine
Kenneth Dolkart, MD
Judith Hills, MD
Pathology
Nancy Dunbar, MD
Xiaoying Liu, MD
Eric Loo, MD
Jonathan Marotti, MD
Jason Pettus, MD
Arief Suriawinata, MD
Psychology
Adam Ameele, PsyD
Radiology
Sword Cambron, MD
Yvonne Cheung, MD
Tylor Cooke, MD
Robert DiFlorio-Alexander, MD
Kris Escbarch, DO
Mark Hansberry, MD
Dagmar Hoegemann Savellano, MD
Rihan Khan, MD
Jennifer Krawitt, MD
Petra Lewis, MD
Daryl Parker, MD
Timothy Rooney, MD
Jessica Sin, MD

Faranak Sadri Tafazoli, MD
Therese Vaccaro, MD
Alexei Viazmenski, MD
Sleep Medicine
Chanda Matadeen–Ali, MD
Urology
Einar Sverrisson, MD

Emeritus Staff
Sikhar Banerjee, MD
Volker Bradley, MD
Richard Clattenburg, MD
Beach Conger, MD
Dale Geprart, MD
Walter Grigg, MD
David Haeman, MD
Donald Herzberg, MD
Elvin Kaplan, MD
Kenneth Morley, MD
Barry Smith, MD

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Ted Hilles
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Colleen O'Neill
Megan O'Neill
Patty O'Neill
Jane Osgood
Pauline Ouellette
William Page
Donna Palatucci
Joseph Palatucci
David Peckinpaugh
Robert Peeler
Albert Pierce
Heather Preishl
Mark Preece
Kathryn Prevo
Hank Savelberg
Meme Savelberg
Mary Louise Sayles
Cynthia Schonberg
Jackson Schonberg
Margaret Seely
Glenn Seward
Shelley Seward
Richard Slusky
Gregory Soho
Mary Springer
June Stacey
Robert Stacey
Nida Tansey
Patricia Waite
Seth Warren
Dana Waters
Peter Welch
Gina Wenz
Tracy Wyeth

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Chief Medical Officer
Paul Calandrella, MS, JD, FACHE
Chief Operating Officer
David Sanville
Chief Financial Officer
Deanna Orfanidis, MS, RN
Chief Nursing Officer
Jean Martiniuk, PHR, SHRM CP, CWWS
Human Resources Director
Belinda Needham–Shropshire, BS, MS, OT, PT
Director of Rehabilitation Services
Jill Lord, MS, RN
Director of Community Health
Otelah Perry, MS, MT, MB, CMQOE
Director of Quality, Patient Safety, and Compliance

Mt. Ascutney Hospital and Health Center
289 County Road, Windsor, VT 05089
(802) 674-6733
MtAscutneyHospital.org

Ottawa Valley Health Center
32 Pleasant Street, Woodstock, VT 05091
(802) 457-3030

Mt. Ascutney Hospital and Health Center
Ophthalmology
80 South Main Street, Top Floor, Hanover, NH 03755
(603) 643-1919

Historic Homes of Runnemede
40 Maxwell Perkins Lane, Windsor, VT 05089
(802) 674-6733
HHRliving.org