



Caring



Advancing



Thriving

Side by Side.

**Jason Fritzhand, DO**  
Outpatient Psychiatry

**Heidi Cruz, MD**  
Inpatient Physical Medicine  
and Rehabilitation



As we look back on 2021, all of us at Mt. Ascutney Hospital and Health Center (MAHHC) have much to be proud of. While we maintained our focus on responding to the COVID-19 pandemic, we also sustained our ability to provide comprehensive healthcare to our communities. This included welcoming new providers such as Dr. Jason Fritzhand and our new Chief Operating Officer Hannah Bianchi, while keeping our staff highly engaged and earning the highest inpatient satisfaction scores in the state of Vermont. We are standing strong, with a united staff and healthy financial performance that strengthens our ability to serve you. We have all been tested by the challenges of the past two years, and I'm personally proud—as an executive, as a doctor, and as a colleague of so many fine professionals—to report that MAHHC staff, providers, and the organization as a whole, has performed with excellence.

**Dr. Joseph Perras,**  
CEO, Chief Medical Officer

**From the  
CEO**

**We are standing strong, with a united staff and healthy financial performance that strengthens our ability to serve you.**

## Balance Sheet (Audited)

September 30, 2021 & 2020

	2021	2020
<b>ASSETS</b>		
Cash	\$ 9,274,389	\$ 5,720,700
Short Term Investments	7,521,023	12,015,078
Accounts Receivable, Net	5,597,266	4,984,841
Supplies, Prepaids, Other Current	1,714,739	1,895,571
<b>Current Assets</b>	<b>24,107,417</b>	<b>24,616,190</b>
Assets Limited as to Use	32,512,399	20,999,480
Property and Equipment, Net	21,081,993	19,326,114
Other Assets	3,382,314	3,103,446
<b>ASSETS</b>	<b>\$ 81,084,123</b>	<b>\$ 68,045,230</b>
<b>LIABILITIES AND NET ASSETS</b>		
Accounts Payable & Accrued Expenses	\$ 2,586,832	\$ 2,090,938
Current Portion of Long Term Debt	542,543	630,000
Accrued Salaries and Wages	5,011,747	4,637,949
Other Current Liabilities	486,787	421,592
Deferred Revenue	2,960,754	3,291,199
Third Party Settlements	5,007,826	7,468,731
<b>Current Liabilities</b>	<b>16,596,489</b>	<b>18,540,409</b>
Long Term Debt	22,668,942	19,413,236
Retirement Liability	481,315	511,337
Other Non Current Liabilities	251,461	217,770
<b>Liabilities</b>	<b>39,998,207</b>	<b>38,682,752</b>
Without Donor Restrictions	31,751,944	21,568,086
With Donor Restriction – Time or Purpose	3,144,090	1,858,688
With Donor Restrictions – Perpetual	6,189,882	5,935,704
<b>Net Assets</b>	<b>41,085,916</b>	<b>29,362,478</b>
<b>LIABILITIES AND NET ASSETS</b>	<b>\$ 81,084,123</b>	<b>\$ 68,045,230</b>

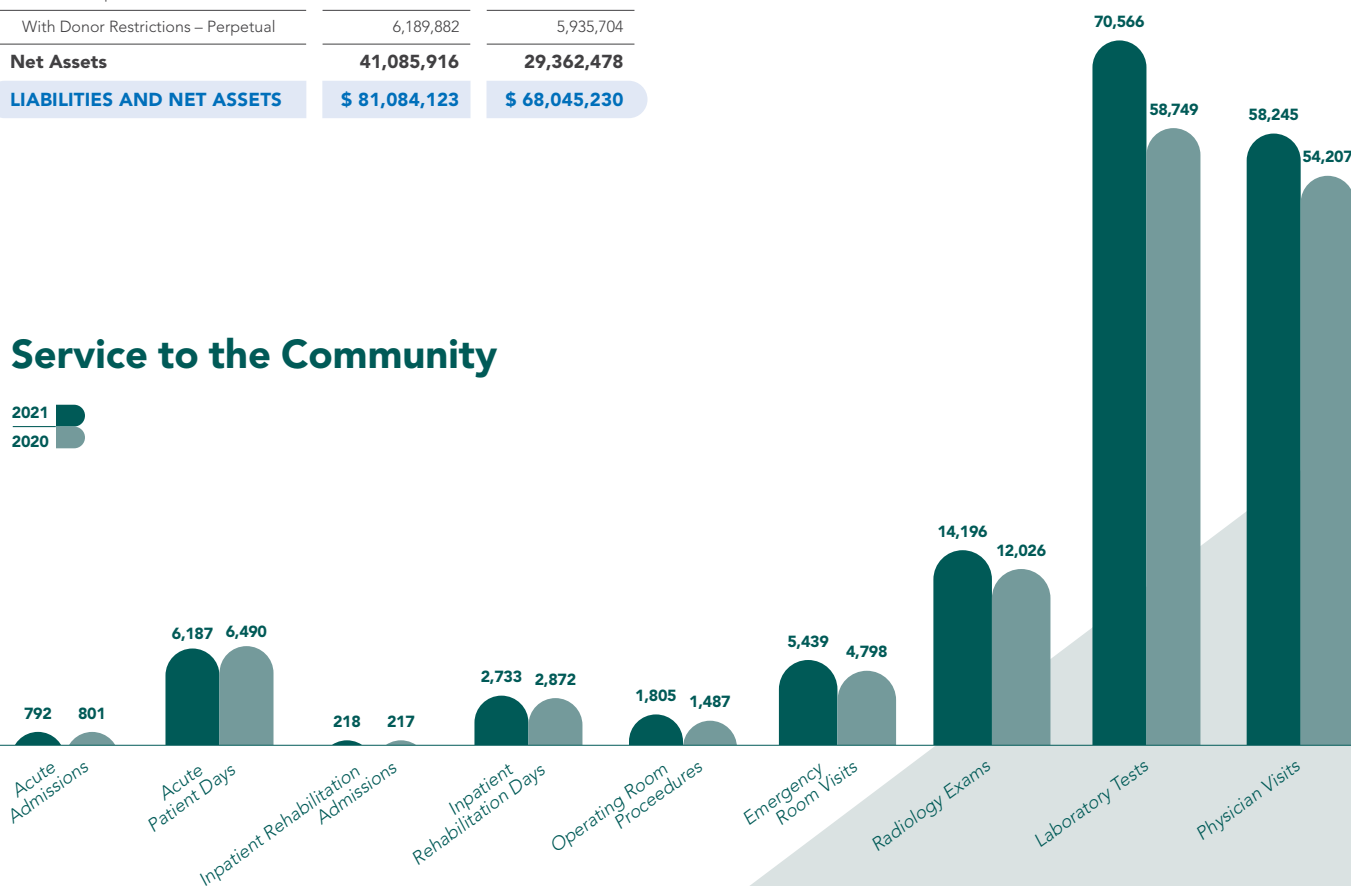
## Operating Statement (Audited)

For the Years Ended September 30, 2021 & 2020

	2021	2020
<b>AMOUNT BILLED &amp; EARNED</b>		
Services Billed for Inpatients	\$ 30,087,869	\$ 28,009,210
Services Billed for Outpatients	71,159,931	53,997,415
Services Billed for Providers	22,575,714	19,519,152
Other Operating Revenues	5,710,779	4,790,323
<b>Total Gross Operating Revenue</b>	<b>\$ 129,534,293</b>	<b>\$ 106,316,100</b>
<b>AMOUNT NOT FULLY PAID FOR OUR SERVICES</b>		
Not Paid by Those Unable to Pay	607,209	797,296
Not Paid by Those Unwilling to Pay	2,351,746	2,205,969
Not Paid by Medicare and Medicaid	49,105,042	43,097,190
Not Paid by Other Payers	12,613,452	10,386,094
<b>Total Deductions from Revenue</b>	<b>\$ 64,677,449</b>	<b>\$ 56,486,549</b>
Payments received for patients in Healthcare Reform system	1,987,077	\$3,987,540
Payments received for COVID relief	–	\$2,533,288
<b>Total Net Operating Revenue</b>	<b>\$ 66,843,921</b>	<b>\$ 56,350,379</b>
<b>AMOUNT WE PAID TO PROVIDE SERVICES</b>		
Salaries and Benefits for Our 414 Employees	37,308,077	34,727,511
Supplies and Services We Purchase	14,830,157	13,327,532
Utilities, Leases, and Rentals	5,471,050	4,893,044
Interest on Outstanding Debt	514,635	320,063
Wear and Tear on Building and Equipment	2,576,158	2,543,919
<b>Total Expenses Paid</b>	<b>\$ 60,700,077</b>	<b>\$ 55,812,069</b>
<b>INCOME (LOSS) OPERATIONS</b>	<b>\$ 6,143,844</b>	<b>\$ 538,310</b>

## Service to the Community

2021  
2020





# Engaged Employees

A key reason for our success is the effort we have made as an organization to engage with our entire staff in the face of ongoing challenges from COVID-19. As a result, MAHHC has done an excellent job at retaining employees, with low turnover rates and high employee engagement scores. This has set us apart amidst recruitment challenges across the healthcare field nationwide. Our remarkable financial performance in 2021 positions us well to respond effectively to labor market shortages.

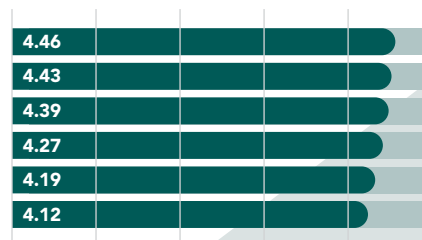
**STRENGTHS**

- Resilience (Activation)
- Patient & Workplace Safety



**MAH Employee Engagement** Fall 2021

- I am Proud to Tell People I Work for this Organization
- I Would Stay with this Organization if Offered a Similar Position Elsewhere
- I Would like to be Working at this Organization Three Years from Now
- I Would Recommend this Organization as a Good Place to Work
- Overall, I am a Satisfied Employee
- I Would Recommend this Organization to Family and Friends Who Need Care



# Richard Isaac Slusky

1945-2021

Richard Slusky was the most significant figure in the history of Mt. Ascutney Hospital and Health Center. He had a profound influence on the community and the lives of those he worked with over the astounding 28 years he served as CEO, and long after. Under his supervision from 1982 to 2010, the Hospital was transformed—both modernized and expanded to better serve the community. He partnered with Historic Homes of Runnemedede and Ottauquechee Health Center, and he oversaw the creation and development of our Acute Rehabilitation Unit, collaborating with Vermont's Congressional delegation to craft the legislation that allowed it to happen. Near the end of his tenure, he guided the Hospital's affiliation with Dartmouth-Hitchcock Health.

A proud father and engaged citizen, he chaired the Windsor School Board for a decade, through the reconstruction of the elementary school and construction of the new middle and high school. Upon his retirement from the Hospital, he served as director of payment reform for the Green Mountain Care Board, and he was instrumental in the creation of the accountable care organization OneCare Vermont. He was a trusted friend and mentor to a generation of healthcare professionals and leaders, and his legacy shapes the work we do today. We were fortunate to know him, and we will miss him greatly.



## In Memoriam

The area we serve was hard hit by COVID-19; during the early surges of 2021, MAHHC often had the second-highest number of admitted COVID-positive patients in the state. The good news is that our team responded with speed and clarity of focus, quickly mobilizing a state drive-through testing site, a booster clinic and most recently, walk-in services to meet community needs by supplementing our Primary Care and Emergency Department.

As the virus has surged and waned, we have been ready at every turn—and this is just as true today as when the crisis began. Never before in our history have so many employees been cross-trained to perform multiple functions, allowing us to nimbly shift resources to where the need is greatest on any given day. While we expect the virus to become endemic in the near future, posing less of a threat to most people, we stand prepared for whatever may come.

***As the virus has surged and waned, we have been ready at every turn—and this is just as true today as when the crisis began.***



# COVID-19 Response



**Drive-through Testing**



**Booster Clinic**



**Walk-in Services**



In recognition of MAHHC's opioid response, the Turning Point Recovery Center of Springfield awarded special recognition to key staff members at their 2021 Recovery Gala. They included:



**Melanie Sheehan**

Awarded the Certificate of Excellence: Innovation



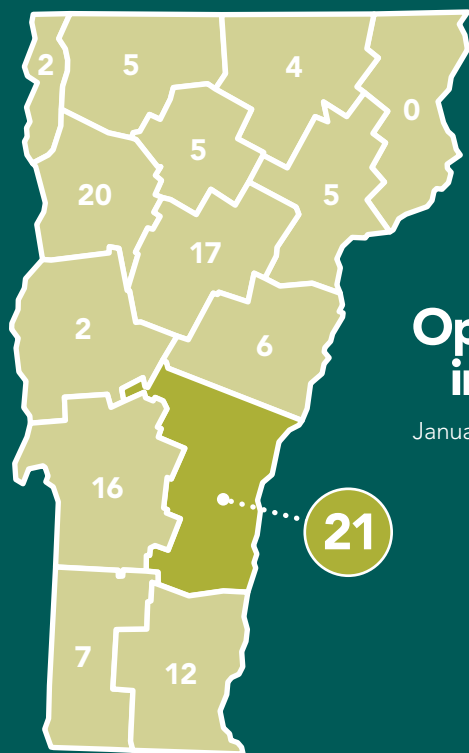
**Dr. Joseph Perras**

Awarded the Certificate of Excellence: Systemic Improvement



**Dr. Lessa Taft**

Given Honorable Mention for Her Efforts



Source: State of Vermont

# Facing the Opioid Crisis

According to the most recent statistics, Windsor County has experienced the most deaths due to opioid overdose of any Vermont County. MAHHC is aggressively addressing this. We now offer rapid access to Medication Assisted Treatment in our Emergency Department, and working with Connecticut Valley Addiction Recovery. We also offer easy access to the nasal spray Naxalone (Narcan) to help people save lives in the event of an overdose.

More information and local resources are online at:

[mtascutneyhospital.org/health-services/overdose-prevention](https://mtascutneyhospital.org/health-services/overdose-prevention).

MAHHC is the lead organization for our regional Accountable Community for Health. This aspirational model demonstrates accountability for the health and well-being of the entire population in our geographic area and not limited to a defined group of patients. Population health outcomes are understood to be the product of multiple determinants of health, including medical care, public health, genetics, behaviors, social factors, economic circumstances and environmental factors.

## The community health work in 2021 has concentrated efforts in the following areas:

You can find the details and outcomes of our efforts in the 2021 annual report.

- Access to Affordable Health Insurance and Prescription Medication
- Access to Mental Health
- Alcohol and Drug Misuse Including Heroin and Use of Pain Medications - Prevention, Treatment, and Recovery
- Access to Affordable Health Insurance, Cost of Prescription Drugs
- Family Strengthening: Including Poverty and Childhood Trauma
- Nutrition/Access to Affordable Food; Access to Physical Activity
- Access to Primary Care Services
- Healthcare for Seniors
- Affordable Housing
- Access to Dental Care
- Smoking, Tobacco Use, Vaping
- Transportation
- COVID - 19
- Spiritual Health



# Community Health

### **Mt. Ascutney Hospital and Health Center**

289 County Rd., Windsor, VT 05089  
(802) 674-6711 | MtAscutneyHospital.org

### **Ottawaquechee Health Center**

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

### **MAHHC Ophthalmology**

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

### **Historic Homes of Runnemedede**

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

