

North Country Hospital:

***Here Yesterday,
Here Today,
Here Tomorrow.***



North Country Hospital

Established 1919

Tom Frank, President & CEO

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802-578-6979

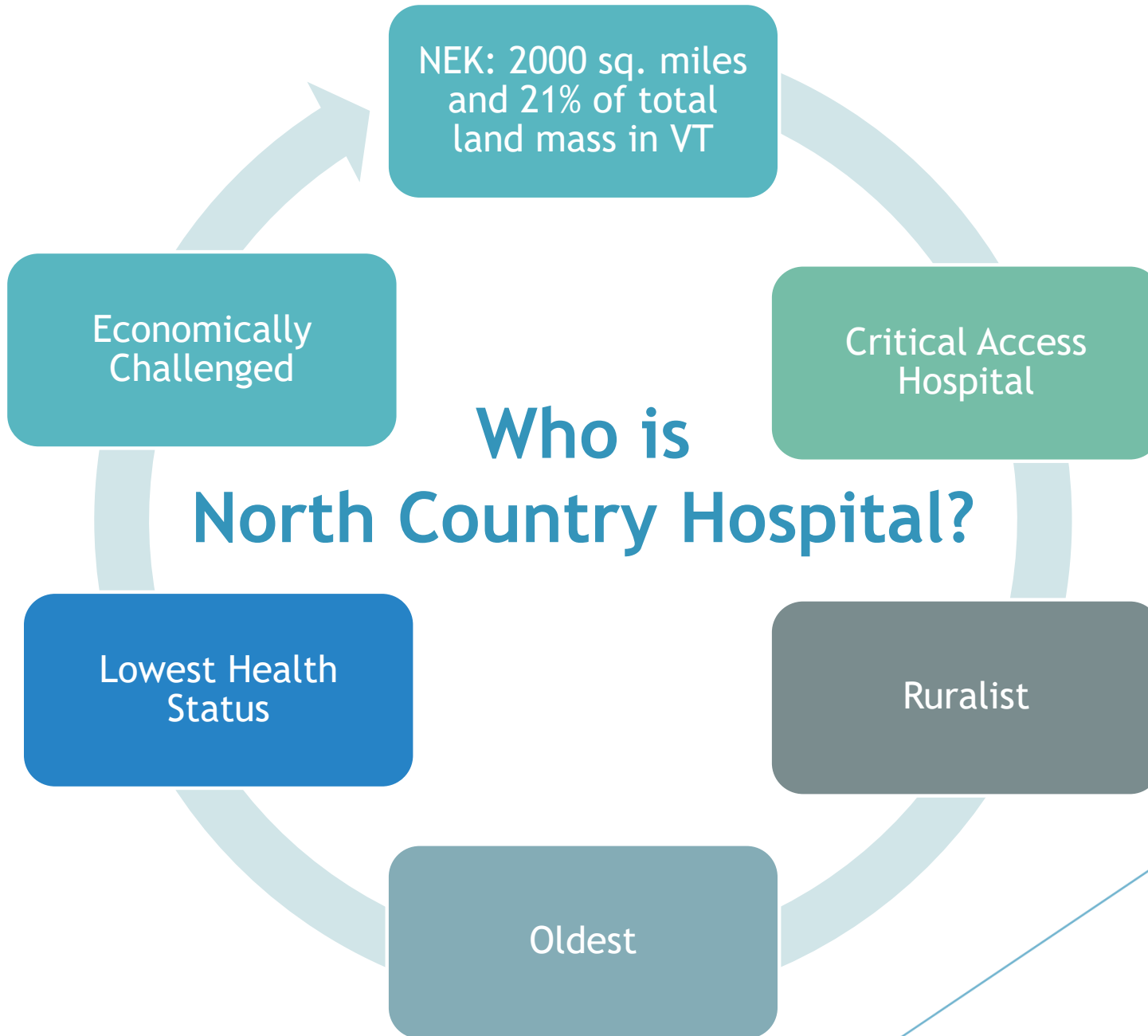


Service Area \approx 30,000

- Most Isolated
- Highest Poverty
- Lowest Health Status

45 Minutes to Closest Critical Access Hospital

2 Hours to Tertiary Care





30+ Employed Physicians in the following Services/Specialties:

Emergency Department

General Surgery

OB/GYN

Cardiology

Hospitalist Program

Anesthesia

ENT

Radiology

Primary Care

Pediatrics

Orthopaedics



North Country Hospital FY24

630 Employees

Total Labor
Expense = \$69m

Financial Benefit
to Community
\$61m

\$105m Critical
Access Hospital

16,000 ED Visits

1,600 Discharges

190 Births

230,000 Lab Tests

32,000 Imaging
Studies

36,000 Primary
Care Visits

Electronic Medical
Record

Financial Position:
201 Days Cash on
Hand & Positive
EBIDA



ACT 167 Recommendations: What have we done?

Investing in Primary Care:

3 new Primary Care Physicians

2 new Primary Care APP's

1 new Pediatric Physician

1 new Pediatric NP

After the ACT 167 Recommendations: What have we done?

Collaboration with NVRH:

Formed Limited Liability Corporation several years ago. We run a Sleep Medicine Program through the LLC in St. Johnsbury.

Brought both Boards together

Senior Leaders are in touch regularly

ACT 167 Recommendations: What have we done?

Collaboration with NVRH continued:

Brought Senior Leaders together for planning. 2nd Meeting being held in June.

Regular meetings occur between CEO's to discuss planning opportunities

CEO's met with AHS to ask for assistance in various analytics

Working with Rural Health Redesign Center thru AHS to continue to work on ACT 167 and move forward with NCH Strategic Plan

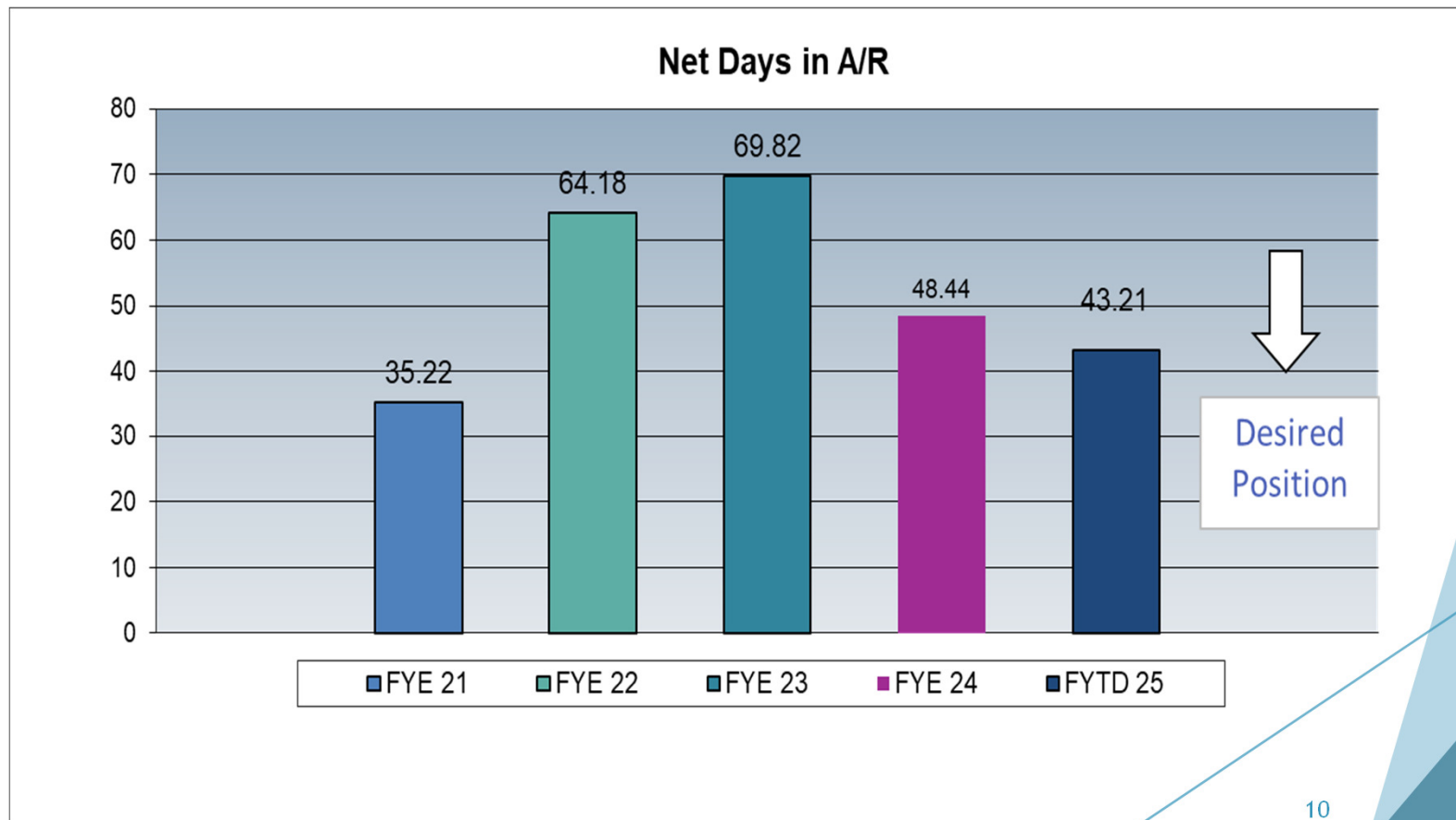
Income Statement

| INCOME STATEMENT SUMMARY BY YEAR | FY 2019 | FY 2020 | FY2021 | FY2022 | FY 2023 | FY 2024 | YTD MAR 25 |
|--|----------------|----------------|---------------|---------------|----------------|----------------|-------------------------|
| TOTAL NET REVENUE | 87,674,694 | 88,384,232 | 97,953,748 | 91,013,643 | 99,222,054 | 106,543,854 | 54,967,587 |
| TOTAL EXPENSES (INCLUDES LEGAL EXPENSE) | 85,997,752 | 84,917,337 | 93,421,414 | 100,396,862 | 108,010,131 | 109,179,992 | 54,964,393 1,039,731 |
| TOTAL PROFIT/(LOSS) | 1,676,942 | 3,466,895 | 4,532,334 | (9,383,219) | (8,788,077) | (2,636,138) | 3,194 |
| EBIDTA | 5,923,924 | 7,378,119 | 8,044,838 | (5,842,187) | (5,384,393) | 499,800 | 1,590,814 |



Days in Accounts Receivable

Current YTD Average with Prior Year Comparisons



Payer Mix

YEAR TO DATE FY 2025

| PAYER | BLUE CROSS | COMMERCIAL | MEDICAID | MEDICARE | MEDICARE ADVANTAGE | OTHER | TOTAL |
|---------------|------------|------------|------------|------------|-----------------------|-----------|-------------|
| GROSS REVENUE | 22,862,856 | 8,690,544 | 42,461,939 | 36,447,993 | 21,878,134 | 9,198,332 | 141,539,798 |
| % PAYER MIX | 16.15% | 6.14% | 30.00% | 25.75% | 15.46% | 6.50% | 100.00% |

Turn Around Strategies

Eliminate two VP Positions

Lagged CFO hire 1 year

Realign Admin to Clinical

Soft Hiring Freeze

Close Urology

Close Knee/Hip Replacement Clinic

Outsource Revenue Cycle

Redesigned Primary Care

Travel Freeze