

North Country Hospital:

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



North Country Hospital

Established 1919

Tom Frank, President & CEO

tfrank@nchsi.org

802-578-6979



North Country Hospital
Where caring runs deep.

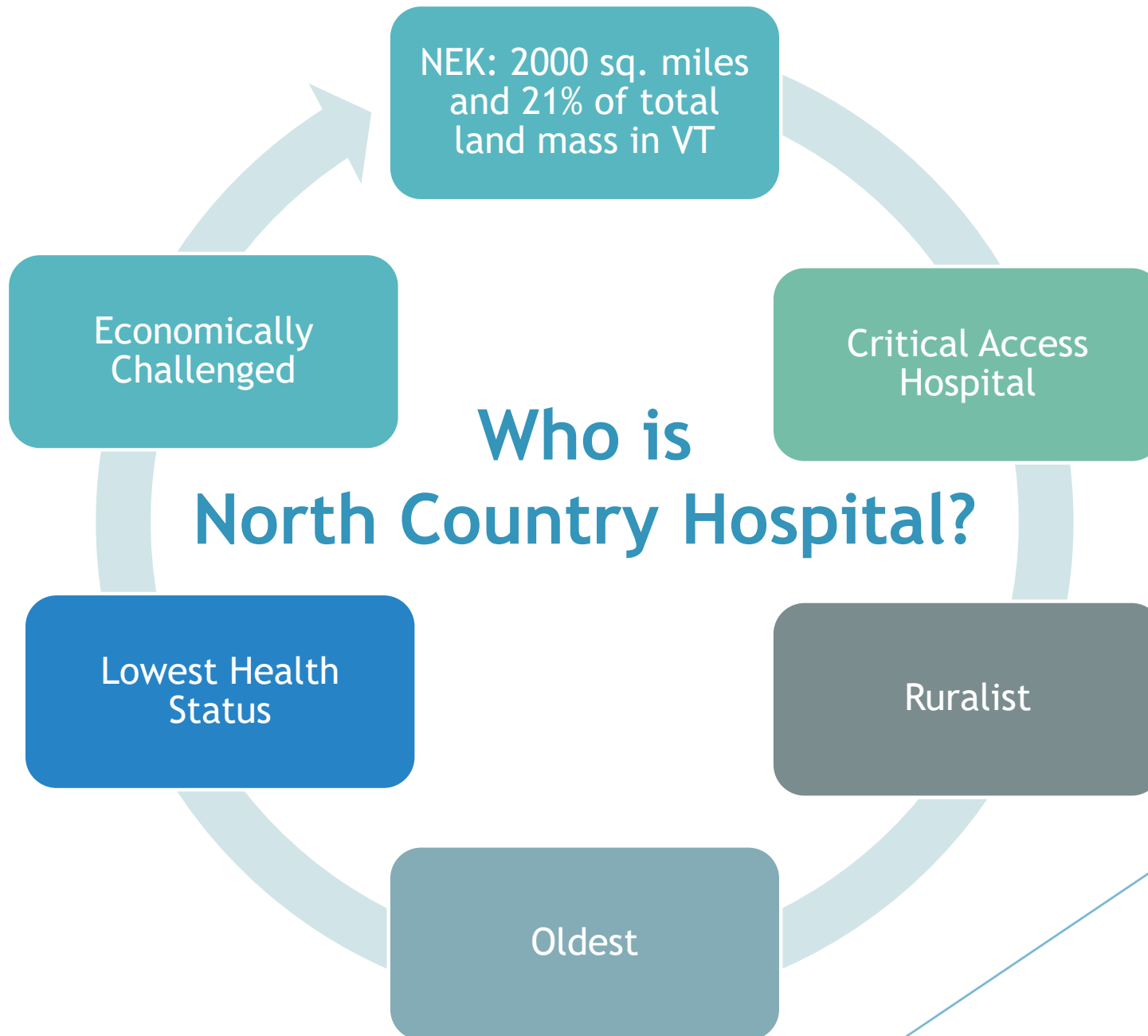


Service Area $\approx$ 30,000

- 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

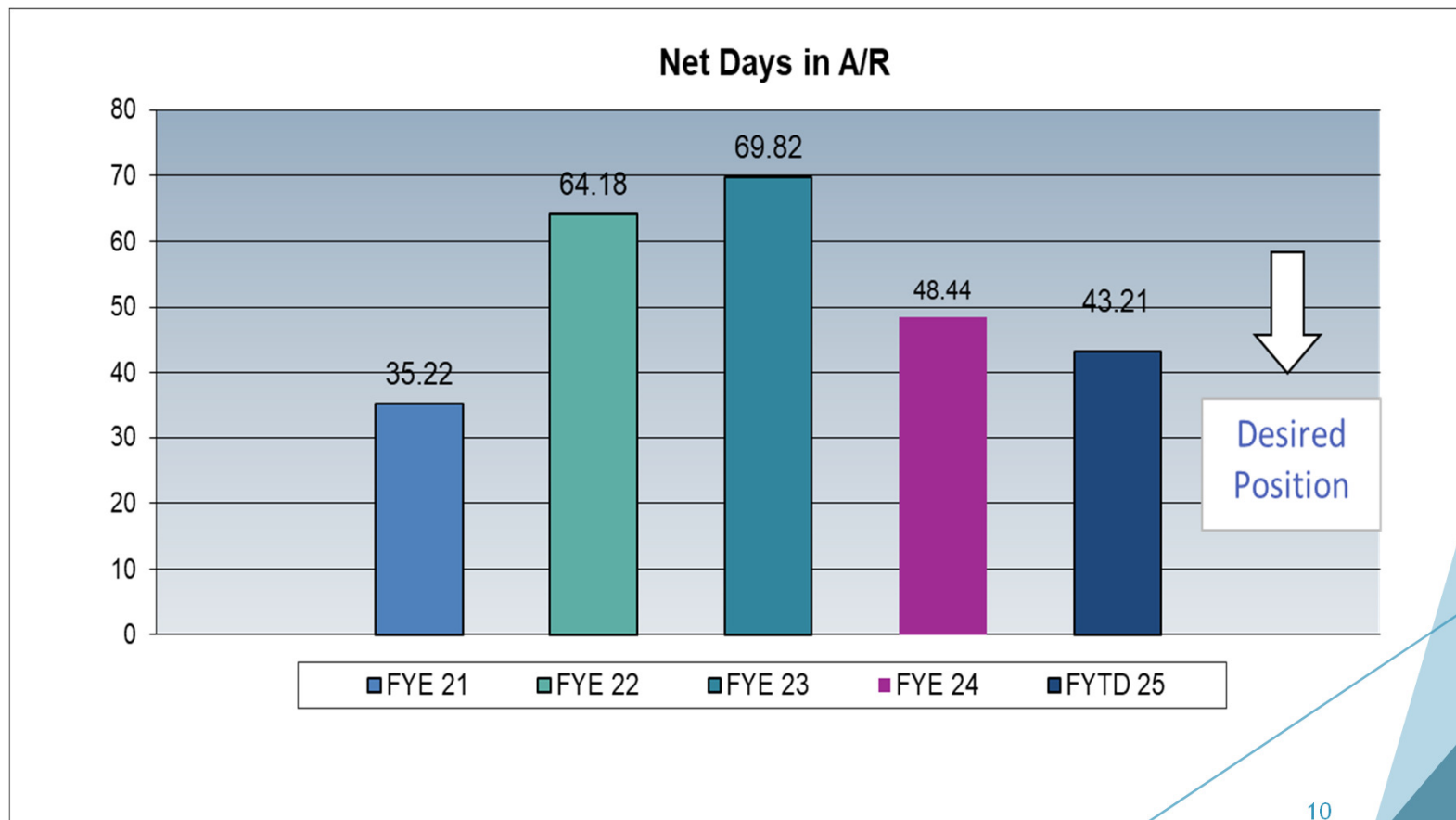
Working with Rural Health Redesign Center thru AHS to continue to work on ACT 167 and move forward with NCH Strategic Plan

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