

North Country Hospital

Fiscal Year 2020 Summary

North Country Hospital						
Brian Nall			Tracey Paul			
Fiscal Year 2020 Summary						
INCOME STATEMENT	2019 A	2020 B	2020 A	2021 B	2019 A - 2020 A	2020 B - 2020 A
Revenues						
Gross Patient Care Revenue	\$191,002,248	\$199,661,481	\$183,939,754	\$202,715,312	\$0	-7.9%
Disproportionate Share Payments	\$886,086	\$906,720	\$851,695	\$906,713	\$0	-6.1%
Graduate Medical Education (UVMCC only)	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Bad Debt	-\$3,582,373	-\$4,491,912	-\$3,181,007	-\$3,063,212	\$0	-29.2%
Free Care	-\$1,562,324	-\$1,826,157	-\$1,686,521	-\$1,754,951	\$0	-7.6%
Deductions from Revenue	-\$112,251,783	-\$116,876,281	-\$112,217,615	-\$123,101,957	\$0	-4.0%
Net Patient Care Revenue	\$74,491,854	\$77,373,851	\$67,706,306	\$75,701,905	\$0	-12.5%
Fixed Prospective Payments	\$6,143,063	\$5,290,017	\$9,104,987	\$6,387,360	\$0	72.1%
Reserves	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Reform Payments	\$0	\$959,381	\$0	\$647,695	#DIV/0!	-100.0%
Fixed Prospective Payments and Reserves	\$6,143,063	\$6,249,398	\$9,104,987	\$7,035,055	\$0	45.7%
Net Patient Care Rev & Fixed Payments & Res	\$80,634,917	\$83,623,249	\$76,811,293	\$82,736,960	\$0	-8.1%
340B Retail Pharmacy Programs	\$4,673,248	\$4,169,328	\$5,400,776	\$4,888,787	\$0	29.5%
COVID-19 Stimulus and Other Grant Funding	\$0	\$0	\$4,866,339	\$0	#DIV/0!	#DIV/0!
Specialty Pharmacy	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Outpatient Pharmacy Revenue	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Cafeteria & Parking	\$285,220	\$270,208	\$236,440	\$289,337	\$0	-12.5%
Grant Income	\$111,527	\$109,775	\$258,492	\$142,928	\$1	135.5%
Reference Lab Revenue	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Meaningful Use	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other	\$1,969,785	\$1,927,862	\$1,607,122	\$2,328,870	\$0	-16.6%
Other Operating Revenue	\$7,039,780	\$6,477,173	\$12,369,170	\$7,649,922	\$1	91.0%
Total Operating Revenue	\$87,674,697	\$90,100,422	\$89,180,463	\$90,386,882	\$0	-1.0%
Operating Expenses						
Salaries Non MD, Fringe Benefits Non MD,						
Physician Fees & Salaries, Fringe Benefits MD	\$51,070,374	\$52,284,770	\$52,514,776	\$55,410,286	\$0	0.4%
Health Care Provider Tax	\$4,555,652	\$4,692,876	\$4,742,393	\$4,880,592	\$0	1.1%
Depreciation Amortization	\$4,141,025	\$4,428,744	\$3,822,235	\$3,895,787	\$0	-13.7%
Interest - Short Term, Interest - Long Term	\$627,738	\$630,261	\$557,237	\$588,923	\$0	-11.6%
ACO Dues	\$0	\$0	\$851,251	\$0	#DIV/0!	#DIV/0!
Medical/Surgical Drugs and Supplies	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Pharmaceuticals	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Purchased Services - Consulting	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Purchased Services -Travelers	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Operating Expenses	\$25,602,961	\$26,591,830	\$23,356,329	\$24,058,513	\$0	-12.2%
Total Operating Expenses	\$85,997,751	\$88,628,481	\$85,844,221	\$88,834,101	\$0	-3.1%
Net Operating Income	\$1,676,946	\$1,471,941	\$3,336,242	\$1,552,781	\$1	126.7%
Non Operating Revenue	\$940,204	\$1,351,149	\$3,945,243	\$586,599	\$3	192.0%
Excess (Deficit) of Rev over Exp	\$2,617,150	\$2,823,090	\$7,281,485	\$2,139,380	\$2	157.9%
Income Statement Metrics						
Operating Margin %	1.9%	1.6%	3.7%	1.7%		
Total Margin %	3.0%	3.1%	7.8%	2.4%		

North Country Hospital							
Brian Nall		Tracey Paul					
Fiscal Year 2020 Summary							
BALANCE SHEET	2019 A	2020 B	2020 A	2021 B	2019 A - 2020 A	2020 B - 2020 A	
Cash & Investments	\$2,700,132	\$3,280,300	\$21,667,612	\$2,060,094	702%	561%	
Net Patient Accounts Receivable	\$6,639,926	\$8,045,757	\$7,317,636	\$7,300,000	10%	-9%	
Due From Third Parties	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	
Risk Reserve Receivable	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	
Other Current Assets	\$4,095,408	\$6,110,360	\$4,491,755	\$4,500,000	10%	-26%	
Current Assets	\$13,435,465	\$17,436,417	\$33,477,004	\$13,860,094	149%	92%	
Board Designated Assets	\$46,742,453	\$43,266,027	\$49,810,417	\$47,200,000	7%	15%	
Net, Property, Plant And Equipment	\$22,280,725	\$24,032,654	\$22,076,145	\$21,500,000	-1%	-8%	
Other Long-Term Assets	\$4,060,388	\$4,667,263	\$4,472,222	\$3,200,000	10%	-4%	
Assets	\$86,519,032	\$89,402,361	\$109,835,788	\$85,760,094	27%	23%	
Accounts Payable	\$2,616,612	\$1,408,597	\$3,799,227	\$2,100,000	45%	170%	
Current Liabilities COVID-19	\$0	\$0	\$3,266,492	\$0	#DIV/0!	#DIV/0!	
Salaries, Wages And Payroll Taxes Payable	\$4,634,970	\$4,945,262	\$5,552,779	\$3,900,000	20%	12%	
Other Third Party Settlements	\$1,399,537	\$3,113,137	\$1,440,569	\$610,000	3%	-54%	
ACO Risk Reserve	\$0	\$0	\$622,895	\$812,000	#DIV/0!	#DIV/0!	
Other Current Liabilities	\$4,679,134	\$6,285,106	\$4,370,068	\$4,990,000	-7%	-30%	
Current Liabilities	\$13,330,253	\$15,752,102	\$19,052,029	\$12,412,000	43%	21%	
Long Term Liabilities COVID-19	\$0	\$0	\$9,830,666	\$0	#DIV/0!	#DIV/0!	
Long Term Liabilities	\$17,582,747	\$15,893,196	\$17,163,135	\$17,200,000	-2%	8%	
Other Noncurrent Liabilities	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!	
Long Term Liabilities	\$17,582,747	\$15,893,196	\$26,993,802	\$17,200,000	54%	70%	
Total Liabilities	\$30,913,000	\$31,645,298	\$46,045,831	\$29,612,000	49%	46%	
Net Assets	\$52,988,882	\$54,933,973	\$56,508,471	\$54,008,714	7%	3%	
YTD Change In Net Assets	\$2,617,150	\$2,823,090	\$7,281,485	\$2,139,380	178%	158%	
Fund Balance	\$55,606,032	\$57,757,063	\$63,789,956	\$56,148,094	15%	10%	
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Liabilities and Equities	\$86,519,032	\$89,402,361	\$109,835,787	\$85,760,094	27%	23%	
Balance Sheet Metrics					Change in Points		
Days Cash on Hand	220.5	201.8	318.1	211.7	97.6	116.3	
Debt Service Coverage Ratio	3.6	3.4	4.6	3.4	1.0	1.2	
Long Term Debt to Capitalization	0.2	0.2	0.3	0.2	0.1	0.1	
Days Payable	59.4	68.3	84.8	53.3	25.3	16.5	
Days Receivable	32.5	38.0	39.4	35.2	6.9	1.5	

Brian Nall		Tracey Paul		
Fiscal Year 2020 Summary				
Utilization & Staffing	2019 A	2020 B	2020 A	
Utilization Monthly				
Total Average Daily Census				
Total Admissions	2,179	1,860	2,047	
Total Patient Days	6,923	7,173	5,893	
Magnetic Resonance Im	2,766	1,318	1,112	
Cat Scan Procedures	4,738	4,845	4,667	
Radiology - Diagnostic P	13,373	17,357	11,287	
Emergency Room Visits	15,896	16,382	12,807	
Operating Room Proce	3,536	3,758	3,147	
Operating Room Cases	-	-	-	
Physician Office Visits	74,212	79,236	49,674	
Staffing Year to Date				
Non MD FTEs	441.8	452.2	405.4	
MLPs	-	-	-	
Residents & Fellows	-	-	-	
Physician FTEs	32.3	32.1	29.5	
Travelers, Travelers MD	-	-	-	

North Country Hospital						
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Fiscal Year 2020 Summary						
Payer Mix	2019 A	2020 B	2020 A	2021 B	2019 A - 2020 A	2020 B - 2020 A
Gross Revenue	\$191,002,247	\$199,661,483	\$183,939,757	\$202,715,313	-4%	-8%
Contractual Allowances (includes Bad Debt & Free Care)	-\$117,396,480	-\$123,194,350	-\$117,085,143	-\$127,920,116	0%	-5%
Disproportionate Share Payments	\$886,086	\$906,720	\$851,695	\$906,713	-4%	-6%
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Net Payer Revenue	\$74,491,853	\$77,373,853	\$67,706,309	\$75,701,910	-9%	-12%
Fixed Prospective Payments	\$6,143,063	\$5,290,017	\$9,104,987	\$6,387,360	48%	72%
Reserves - Risk Portion	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Reform Payments	\$0	\$959,381	\$0	\$647,695	#DIV/0!	-100%
Total Net Payer Revenue & Fixed Prospective Payment	\$80,634,916	\$83,623,251	\$76,811,296	\$82,736,965	-5%	-8%
Above From the Income Statement						
Medicare					#DIV/0!	#DIV/0!
Gross Revenue	\$85,487,849	\$81,740,457	\$84,240,527	\$93,380,888	-1%	3%
Contractual Allowances (includes Bad Debt & Free Care)	-\$55,767,854	-\$51,578,920	-\$53,762,847	-\$65,709,380	-4%	4%
Disproportionate Share Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Net Payer Revenue	\$29,719,995	\$30,161,537	\$30,477,681	\$27,671,508	3%	1%
Fixed Prospective Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Reserves - Risk Portion	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Reform Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	\$29,719,995	\$30,161,537	\$30,477,681	\$27,671,508	3%	1%
Medicaid						
Gross Revenue	\$45,233,538	\$46,742,001	\$43,330,487	\$46,737,906	-4%	-7%
Contractual Allowances (includes Bad Debt & Free Care)	-\$39,087,977	-\$40,256,294	-\$40,603,067	-\$40,938,260	4%	1%
Disproportionate Share Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Net Payer Revenue	\$6,145,561	\$6,485,707	\$2,727,419	\$5,799,646	-56%	-58%
Fixed Prospective Payments	\$6,143,063	\$5,290,017	\$9,104,987	\$6,387,360	48%	72%
Reserves - Risk Portion	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Reform Payments	\$0	\$959,381	\$0	\$647,695	#DIV/0!	-100%
Total Net Payer Revenue & Fixed Prospective Payment	\$12,288,624	\$12,735,105	\$11,832,407	\$12,834,701	-4%	-7%
Commercial						
Gross Revenue	\$60,280,859	\$71,179,024	\$56,368,743	\$62,596,519	-6%	-21%
Contractual Allowances (includes Bad Debt & Free Care)	-\$22,540,649	-\$31,359,136	-\$22,719,229	-\$21,272,476	1%	-28%
Disproportionate Share Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Graduate Medical Education Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Net Payer Revenue	\$37,740,210	\$39,819,888	\$33,649,514	\$41,324,043	-11%	-15%
Fixed Prospective Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Reserves - Risk Portion	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Other Reform Payments	\$0	\$0	\$0	\$0	#DIV/0!	#DIV/0!
Total Net Payer Revenue & Fixed Prospective Payment	\$37,740,210	\$39,819,888	\$33,649,514	\$41,324,043	-11%	-15%
Disproportionate Share Payments	\$886,086	\$906,720	\$851,695	\$906,713	-4%	-6%