

**SERVICES PROVIDED**

Ambulatory Surgery  
 Behavioral and Mental Health Services  
 Cardiac Rehabilitation and Cardiology  
 Counseling  
 Dermatology  
 Diabetes Education  
 Emergency Services  
 Endocrinology  
 Family Medicine  
 Gastroenterology  
 Hospice and Palliative Care  
 Inpatient Rehabilitative Services  
 Inpatient Services  
 Infusion Services  
 Intensive Care  
 Internal Medicine  
 Neurology  
 Nutrition Management  
 Occupational Therapy  
 Orthopedics  
 Pain Management Services  
 Pathology Services  
 Physical Therapy  
 Podiatry  
 Radiology and Imaging  
 Social Services  
 Speech Therapy



[www.CottageHospital.org](http://www.CottageHospital.org)

**Finances**

<b>UNRESTRICTED REVENUES</b>	<b>2016</b>	<b>2015</b>
Net Patient Revenue	\$26,960,902	\$26,301,228
Other Revenue	\$463,465	\$446,195
<b>Total Operating Revenue</b>	<b>\$27,424,367</b>	<b>\$26,747,423</b>

<b>EXPENSES</b>	<b>2016</b>	<b>2015</b>
Salaries, Physician Fees & Benefits	\$17,851,817	\$17,522,047
Supplies & Other	\$7,409,804	\$7,517,485
Depreciation	\$1,657,444	\$1,597,710
Medicaid Enhancement Tax	\$1,232,559	\$1,063,635
Interest	\$305,180	\$210,627
<b>Total Operating Expenses</b>	<b>\$28,456,804</b>	<b>\$27,911,504</b>

	<b>2016</b>	<b>2015</b>
Gain (Loss) from Operations	(\$1,032,437)	(\$1,164,081)
Non Operating Revenue	\$842,617	(\$131,213)
<b>Excess of Revenues over Expenses</b>	<b>(\$189,820)</b>	<b>(\$1,295,294)</b>
<b>Other Changes in Unrestricted Net Assets</b>	<b>\$227,977</b>	<b>—</b>
<b>Change in Net Assets</b>	<b>\$38,157</b>	<b>(\$1,295,294)</b>
<b>Net Assets, Beginning of Year</b>	<b>\$14,079,073</b>	<b>\$15,374,367</b>
<b>Net Assets, End of Year</b>	<b>\$14,117,230</b>	<b>\$14,079,073</b>

<b>ASSETS</b>	<b>2016</b>	<b>2015</b>
Current Assets	\$7,130,834	\$6,220,040
Assets, whose use is limited	\$8,345,640	\$9,203,157
Property, Plant & Equipment	\$16,742,634	\$15,204,787
Other Assets	\$148,988	\$162,674
<b>Total Assets</b>	<b>\$32,368,096</b>	<b>\$30,790,658</b>

<b>LIABILITIES</b>	<b>2016</b>	<b>2015</b>
Current Liabilities	\$7,199,013	\$6,002,022
Long-term Debt	\$8,955,040	\$8,409,166
Retirement & Deferred Comp	\$763,951	\$789,108
Other Liabilities	\$16,918,004	\$15,200,296
Net Assets	\$15,450,092	\$15,590,362
<b>Total Liabilities</b>	<b>\$32,368,096</b>	<b>\$30,790,658</b>

603-747-9000 | 90 Swiftwater Road, Woodsville, NH 03785



Your Health. Your Community. Your Hospital.

WE CONTINUE TO SHINE BRIGHTLY

2016

ANNUAL REPORT

[www.CottageHospital.org](http://www.CottageHospital.org)

COTTAGE HOSPITAL ANNUAL REPORT 2016

Cottage Hospital would like to thank you, our community, for your support in 2016. We had an eventful year with the expansion of services at our Rowe Health Center, the opening of our Ray of Hope adult behavioral health unit, and the introduction of our Center of Orthopedic Excellence.

We are proud to continue to be job creators, with over 25 new positions added in 2016. Our collaborative relationships with our municipal and healthcare partners have enabled our community to receive a Drug Free America Grant of over \$600,000, expand dental services throughout the region, and garner a much-needed dermatologist and gastroenterologist for our patients.

As the only adult and pediatric trauma center in the North Country, complete with all board-certified Emergency Department providers, we are always here for your healthcare needs. Please stop by for a tour or to find out more about our services. **As always, we are committed to your health, being your hospital and serving you—Our Community.**



Auxiliary Report

Pursuant to its mission, the Auxiliary undertook a variety of projects to support Cottage Hospital. As a result of the successful golf tournament, the Auxiliary was able to make a \$10,000 contribution toward the construction of the Rowe Health Center that opened in the fall of 2015. Members of the Auxiliary assisted in greeting the community at the Grand Opening event.

Throughout the year, fundraising takes many forms. It leverages both the talents of the members and the hospital's splendid reputation in the community. Annually, the Auxiliary sponsors holiday-related bake sales, raffles, book sales, and events like the Memory Tree and the Coffee Stop on Interstate 91.

Besides supporting various departments that may request assistance for specific items, the Auxiliary enhances the ambience of the hospital with holiday decorations for the interior and exterior of the buildings, seasonal plantings, purchases of magazines for the waiting areas, and as volunteers at hospital-sponsored events such as blood drives and fitness walks. The Auxiliary membership comprises men and women from across the hospital's service area in New Hampshire and Vermont. New members are always welcome! The hospital's website has more information and a downloadable application form.

OFFICERS AND MEMBERS OF THE BOARD

OFFICERS OF COTTAGE HOSPITAL

Linda DeFrahn, DO, President  
 Archie Steenburgh, Vice President  
 Judith V. Gandin, Clerk

OFFICERS OF BOARD OF TRUSTEES

Bill Taxter, Chair  
 Amy Perry, Vice Chair  
 Teresa Puffer, Secretary

EX OFFICIO MEMBERS

Fay Homan, MD, Medical Staff President  
 Linda DeFrahn, DO, Corporate President  
 Peter Frazer, CRNA, Medical Staff Secretary

TRUSTEES OF TRUST FUNDS

Gene Cesari, PhD  
 Stuart Pompian  
 Nelson Baker  
 William Taxter

MEMBERS OF BOARD OF TRUSTEES

Term Expires February 2017

William Taxter, Lyman, NH  
 Mark Gleicher, Groton, VT  
 Mark Johnson, Bradford, VT  
 Craig Labore, West Lebanon, NH  
 Daniel Brady, Jr., Woodsville, NH

Term Expires February 2018

William Daley, Haverhill, NH

Term Expires February 2019

Teresa Puffer, Woodsville, NH  
 Ashley Luurtsema, Woodsville, NH  
 Amy Perry, Bradford, VT

COTTAGE HOSPITAL  
 SERVING OUR  
 COMMUNITY IN 2016  
 BY THE NUMBERS

7,137  
 ER Visits

33,588  
 Outpatient Visits

191,960  
 Clinical Lab Tests

12,438  
 Diagnostic Imaging Tests

Total  
 Community  
 Benefits  
**\$882,832**

TOP BENEFITING CHARITY  
 CARE TOWNS

-  Bath **\$16K**
- Benton **\$6K**
- Haverhill **\$223K**
- Lisbon **\$5K**
-  Bradford **\$25K**
- Corinth **\$12K**
- Groton **\$39K**
- Newbury **\$55K**
- Ryegate **\$219K**