

QUALITY COMPASSION AFFORDABILITY

ANNUAL REPORT 2012

COTTAGE HOSPITAL

LEADERSHIP REPORT

In this uncertain healthcare climate, we are a fortunate community to have so many people committed to the success of this small rural hospital. We have been doing great things with few resources for a long time, and the talent and commitment of the staff and providers are amazing. This year we have been able to make budget 90% of the time and hire people from our community as we work diligently on delivering quality care and making facility improvements.

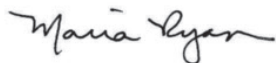
As ambiguity looms in policy and regulation of healthcare, we must all remain flexible and open-minded to future possibilities for our hospital in order to keep us viable and active for years to come. As our mission statement outlines, we want to strengthen the health of our community by providing accessible, compassionate, quality healthcare. To fulfill our mission efficiently and effectively, we will align ourselves with both regional and national initiatives when relevant. At the forefront of our efforts, we will focus on three primary areas: better care for patients, improved health of the local population, and continued reduction in cost per capita, which is consistent with the Institute for Health Improvement's Triple Aim goals.

We will continue to engage the whole community in health-related issues by supporting community wellness programs and collaborating with other regional and local healthcare organizations. An example of this effort was our partnership with the Norris Cotton Cancer Center in 2012 on an outreach program centered on cancer prevention and early detection.

We have identified the lack of diabetes education resources in surrounding communities as a serious health issue. Type 2 Diabetes can be prevented with weight loss and exercise and Cottage Hospital intends to create effective diabetes prevention programs that will help reverse national trends. We have a passion for treating diabetes, as demonstrated by our providing Littleton Regional Hospital and Ammonoosuc Community Health Services with a diabetes educator for their patients.

Success is about taking action and working together to assess needs and available resources. By doing this, we can focus on developing programs and services that are most important to the community. We aim to bring together business, healthcare, education, and the community, in overall healthcare and maintenance for us all.

Respectfully,



Maria Ryan, PhD



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TRIPLE AIM

In 2013, Cottage Hospital will focus on three important areas to improve our service to the community and our overall performance. These three areas are described by the Institute for Health Improvement (IHI) as the “Triple Aim,” and they will direct all of our strategic efforts in the next 12 months.

PATIENT EXPERIENCE

Improving patient experience involves not only ensuring a high level of patient satisfaction, but also delivering high-quality care. Cottage Hospital has a rich history of providing “high-touch,” compassionate care to its patients. Over the years, Cottage has performed well on both in-house and national patient satisfaction surveys, such as Press Ganey. In 2013, we will continually evaluate our performance and respond to patient feedback in a timely manner.

Delivering high-quality care is also an important piece of this aim. Healthcare quality can mean different things to different people, but it ultimately boils down to ensuring that patients receive the right care, at the right time, and in the right way. To accomplish this, Cottage must be successful in a number of areas. Key components of our focus will include:

- Maintaining excellent communication between patients and providers, as well as among providers in a patient’s care team.
- Attracting and retaining skilled and

knowledgeable providers who consistently deliver evidence-based care.

- Developing effective processes for measuring and reporting on relevant quality metrics.
- Ensuring appropriate use of technology.
- Enhancing facilities or service lines to improve patient access to needed services.

POPULATION HEALTH

Improving the health of our community has always been a key element of our mission. In addition to providing high-quality care to our patients, improving population health also requires active community involvement and spearheading important health initiatives in the area. Cottage has a demonstrated track record of doing this effectively. In 2012, Cottage served as a pilot site for a community outreach project in partnership with Dartmouth Hitchcock’s Norris Cotton Cancer Center, in which we worked closely with area businesses, schools, and community organizations to deliver targeted messages about cancer prevention. The program was so successful it has been used

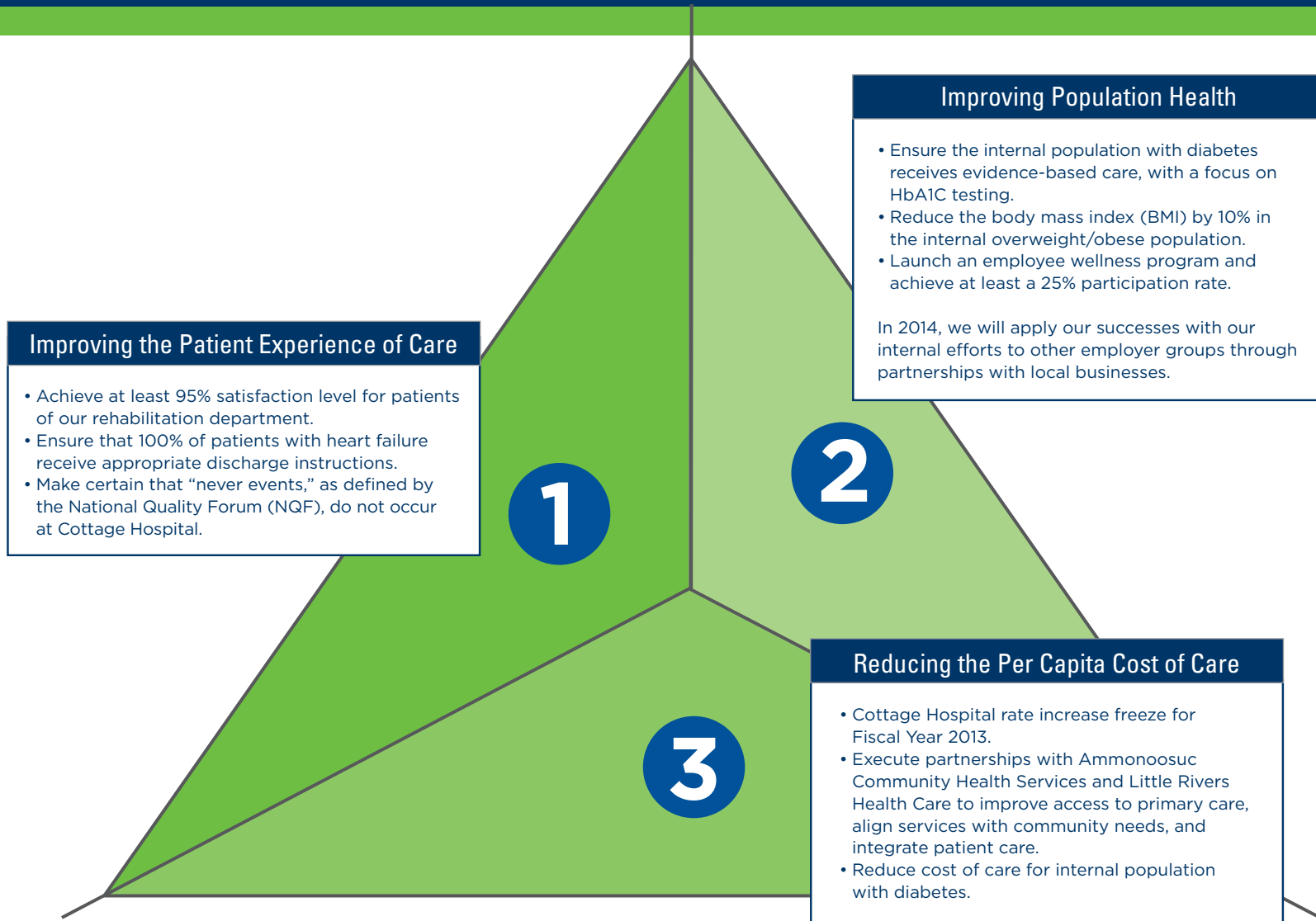
as a model for similar programs in other rural communities in New Hampshire and other states. We will continue to participate in programs such as these in 2013 and also work to improve outcomes on conditions that greatly impact our community (such as diabetes).

PER CAPITA COSTS OF CARE

The current healthcare cost trend is unsustainable. The U.S. spends more on healthcare than any other country in the world, yet delivers lower quality than most other health systems. Across the nation, it is necessary for provider organizations to increase their focus on reducing the per capita cost of care. For a critical access community hospital such as Cottage, this aim can be particularly challenging, but we plan to execute a number of initiatives in 2013 to improve the healthcare value equation. We pledge to not increase any of our fees in 2013. We will also continue to pursue partnerships with other organizations to ensure that the people in our community receive the highest quality care at the lowest possible cost.

Aims & Goals

How will Cottage Hospital achieve the Triple Aim?
You can see some of our specific goals for 2013 below.



FINANCES

TOTAL CHARITY CARE
\$1,865,996

CHARITY CARE

NEW HAMPSHIRE



Woodsville	\$384,253
North Haverhill	\$260,569
Pike	\$124,376
Lisbon	\$119,996
Bath	\$90,490
Monroe	\$49,817
Lyman	\$36,634
Haverhill	\$28,573
Piermont	\$27,448
Orford	\$25,366
Landaff	\$19,538
Benton	\$18,245

VERMONT



Ryegate	\$58,706
Newbury	\$37,032
Bradford	\$28,169
Fairlee	\$24,652
Barnet	\$24,322
Groton	\$19,478
Wells River	\$18,754

The lists above do not include towns that were given less than \$15,000.

PATIENTS SERVED

VERMONT	IP	OP	NEW HAMPSHIRE	IP	OP
Barnet	15	684	Bath	42	2,295
McIndoe Falls	2	302	Benton	29	1,894
Bradford	83	4,515	Haverhill*	388	14,170
Corinth	12	978	Landaff	9	307
Fairlee	6	688	Lisbon	26	1,135
Groton	60	2,072	Littleton	8	265
Newbury	88	5,162	Monroe	23	1,194
Wells River	25	1,100	Orford	5	287
Peacham	7	149	Piermont	16	856
Ryegate	50	1,486	Rumney	0	135
Thetford	0	138	Warren	8	665
Topsham	17	836	Glenclyff	30	1,476
TOTAL	365	18,110	Wentworth	0	302
OTHER VT TOWNS	44	2,127	TOTAL	584	24,981
TOTAL VT TOWNS	409	20,237	OTHER NH TOWNS	33	1,152
			TOTAL NH TOWNS	617	26,133
			OTHER STATES	9	465

TOTAL INPATIENTS 1,035
TOTAL OUTPATIENTS 46,835

IP = Inpatient OP = Outpatient
*Includes Woodsville, N. Haverhill, Haverhill Corner, & Pike

PATIENT HIGHLIGHTS

SERVICE STATISTICS

Licensed Beds	25
Total Employees	275
Admissions	1,036
Patient Days	5,079

EMERGENCY CARE VISITS 8,652

OUTPATIENT VISITS 46,835

CLINICAL LAB TESTS 230,179

SURGERIES

Inpatient	203
Outpatient	981

DIAGNOSTIC IMAGING

General Radiology	9,557
CT Scan	1,563
Ultrasound	1,690
Nuclear Medicine	164
MRI	623

ASSETS & LIABILITIES

ASSETS	2011	2012
Current Assets	\$7,189,593	\$8,985,561
Assets Whose Use is Limited	\$7,157,438	\$7,958,957
Property, Plant & Equipment	\$9,628,814	\$9,988,455
Other Assets	\$231,291	\$323,429
TOTAL ASSETS	\$24, 207, 136	\$27,256,402
LIABILITIES	2011	2012
Current Liabilities	\$2,817,653	\$3,992,771
Long-Term Debt	\$7,506,359	\$7,068,236
Retirement & Deferred Comp	\$727,143	\$812,943
Other Liabilities	\$7,008	\$2,250
Net Assets	\$13,148,973	\$15,380,202
TOTAL LIABILITIES	\$24,207,136	\$27,256,402

STATEMENT OF ACTIVITIES

UNRESTRICTED REVENUES	2011	2012
Net Patient Revenue	\$29,002,723	\$29,545,074
Other Revenue	\$559,744	\$554,609
TOTAL OPERATING REVENUE	\$29,562,467	\$30,099,683
EXPENSES	2011	2012
Salaries, Physician Fees & Benefits	\$15,152,315	\$16,413,099
Supplies & Other	\$9,265,382	\$9,727,775
Depreciation	\$1,155,104	\$1,148,464
Medicaid Enhancement Tax	\$1,561,624	\$1,323,189
Interest	\$469,013	\$279,565
TOTAL OPERATING EXPENSES	\$27,603,438	\$28,892,092
Gain (Loss) from Operations	\$1,959,029	\$1,207,591
Non Operating Revenue	\$56,911	\$981,159
Excess of Revenues over Expenses	\$2,015,940	\$2,188,750
Change in Net Assets	\$2,210,857	\$2,188,750
NET ASSETS, END OF YEAR	\$11,744,381	\$13,933,131

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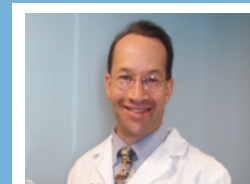
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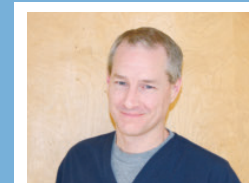
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In 1946, this community was blessed with the arrival of Dr. Harry Rowe and his wife Mary. Dr. Rowe's dedication to his profession, his patients, and his community was evident throughout his life. He played an intricate role in recruiting much-needed physicians to Cottage Hospital. The list of accomplishments that follow his name are proof he was a man who put service above self — He touched a countless number of lives, not only in his medical practice but in

his daily interactions with a ready smile and kind words. In addition to his passion for medicine and his patients, the importance of improving public education was evident by his involvement in the establishment of Blue Mountain Union School and his service on the School Board for 61 years. Dr. Rowe will be missed but his spirit will continue on in the Wells River, Little Rivers Health Clinic, the Hospital, the school and the hearts of many.



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