

NORTH COUNTRY HOSPITAL

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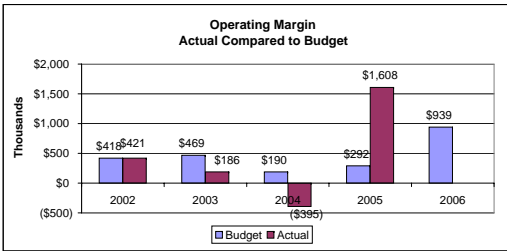
Budget and Financial Information

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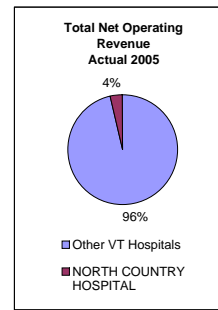
This page provides information about the hospital's finances, workforce, and patient admissions and visits.

Income, Expenses & Margin					
(all #'s in thousands; #'s in parentheses are negative)					
	<u>Definition</u>	Actual 2003	Actual 2004	Actual 2005	Budget 2006
Gross Patient Revenue	Total of all patients' bills.	\$66,465	\$73,764	\$78,771	\$81,109
Uncompensated Care	Total of all patient bills not paid by insurance or patients.	(\$1,867)	(\$2,762)	(\$3,307)	(\$2,811)
Contractual Allowances	Discounts or amounts of charges not paid by insurers, Medicare, and Medicaid.	(\$27,431)	(\$32,024)	(\$32,374)	(\$33,134)
Other Operating Revenue	Money collected for non-medical services such as cafeteria services.	\$1,219	\$1,528	\$1,322	\$1,163
Total Net Operating Revenue	Actual money collected for services.	\$38,386	\$40,506	\$44,412	\$46,327
Salaries & Fringe	Wages and benefits for all hospital employees. Includes contracted physicians.	\$24,627	\$26,389	\$27,596	\$28,783
Other Operating Expense	Non-wage costs such as supplies, drugs, utilities, and insurance.	\$11,170	\$11,810	\$12,489	\$13,667
Depreciation / Amortization	Current costs of buildings, property, and equipment.	\$2,403	\$2,703	\$2,719	\$2,938
Total Operating Expense	Total of the above three items.	\$38,200	\$40,901	\$42,804	\$45,389
Operating Margin	Revenues remaining after expenses are paid.	\$186	(\$395)	\$1,608	\$939
Non-Operating Revenue	Revenues earned from non-patient services such as investments and contributions.	\$1,542	\$1,625	\$784	\$628
Total Margin	The sum of Operating Margin and Non-Operating Revenue.	\$1,728	\$1,230	\$2,392	\$1,567

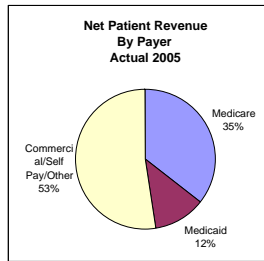
Operating Indicators					
	<u>Definition</u>	Actual 2003	Actual 2004	Actual 2005	Budget 2006
Acute Admissions	Number of hospital patients who stay overnight.	1,777	1,700	1,612	1,573
Acute Avg. Length of Stay	How long the average patient stays in the hospital (in days).	3.2	2.8	2.8	2.8
Outpatient Gross Revenue %	Percentage of billings for those receiving care in outpatient settings such as day surgery.	70.5%	75.1%	78.0%	76.9%
Emergency Room Visits	Patient visits to the emergency department.	10,523	11,029	12,065	10,768
Physician Office Visits	Patient visits to hospital-employed doctors.	78,175	90,250	84,608	79,570
Direct Service Nurses	Nurses providing hands-on care.	97	99	87	89
Non-MD Employees	Number of full-time employees who are not doctors.	369	371	359	368
Physician Employees	Number of full-time hospital-employed doctors.	23	24	24	25



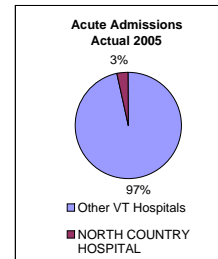
This graph shows the actual total amount the hospital earned as a surplus compared to what it planned to earn. 2006 does not have actual results yet.



This graph shows North Country's share of the total amount of bills collected by Vermont hospitals in 2005.



This graph shows who paid for hospital services by the different payer types (Medicare, Medicaid, commercial insurers, self payers).



This graph shows North Country's share of all hospital admissions in Vermont in 2005.