Without a doubt this is the fastest changing era healthcare has seen, and we do not expect these changes will slow down much in the near future. Therefore in 2016, our board of directors, medical staff and hospital leadership embarked on the development of a three year strategic plan that should position our hospital for the projected… turbulent and unknown future.

In our strategic plan we have identified many challenges to be faced and developed plans to turn those challenges into opportunities. Calais Regional Hospital’s strategic plan prioritizes:

- Making CRH the provider of choice for primary care services.
- Strengthening partnerships with clinicians to support patient needs locally at home.
- Refine quality improvement efforts and continue to grow our culture of quality.
- Leadership to drive culture change and build confidence within and outside of the organization, making CRH an employer of choice.
- Execute performance improvement opportunities to allow focus on core services.
- Focus efforts to stop outmigration of the core services CRH offers – primary care, general surgery, women’s health and orthopedics.

Our goal is to make sure that CRH remains a pillar of excellence, be trusted, respected by our patients and community, and recognized for our record of quality patient services. Undoubtedly, the environment that lies ahead will be uniquely different from the past. You can be confident that we are positioning ourselves to serve the community’s medical needs in what is sure to be an ever challenging future.

We would like to thank our employees, medical staff, board members and volunteers for their tireless efforts this year. We would not be where we are today without each and every person on the team who has been a part of the journey. We want to especially thank our patients for trusting us to meet your health care needs locally. We hope you find this report informative and helpful in providing some insight about the hospital.
Statement of Purpose

Calais Regional Hospital exists to provide and plan patient care, educational and restorative services that meet our customer’s expectations, commensurate with available resources.

Our Vision

CRH will be known by our customers as the best rural hospital in Maine.

Statement of Values

As an organization we value customer service, leadership and progressive management, compassion, teamwork and collaboration, stewardship of resources, dedication to quality, honest, integrity and ethical behavior. At CRH, quality means the continuous improvement of programs and services in an effort to exceed customer expectations.

Giving Back to Our Community

As a not-for-profit hospital, Calais Regional Hospital is committed to giving back to the community. We know that by giving back we help promote a healthier community and build a stronger economy for us all!

UNCOMPENSATED CARE

| $2,143,378 | $1,858,519 |
| Bad Debt | Free Care |

COMMUNITY BENEFITS PROGRAMS

| $5,600 | $6,300 |
| Sponsorships & Contributions | Community Health Improvement |

| $6,400 | $17,200 |
| Community Building Activities | Health Profession Education/Preceptorship |

TOTAL COMMUNITY BENEFIT

$4,037,397

Every year Calais Regional Hospital provides vital health care services to thousands of people across the region. However, the importance of CRH to the community extends far beyond healthcare.

CRH EMPLOYMENT IMPACT

CRH is the largest employer in Calais. For every 4 jobs at CRH, 4.5 jobs are created in the community.*

Hospital Employees

Community Impact

Total Contribution

CRH ECONOMIC IMPACT

Through ripple, or secondary effects, hospital spending and wages generates a community economic impact of over $26 million.*

Hospital Employees

Community Impact

Total Contribution

Hospital Spending & Wages

$16,535,000

Impact on Local Economy

$11,555,000

Total Economic Impact

$28,090,000

Calais Regional Medical Services

Calais Regional Medical Services (CRMS) offers primary care services and the specialties of pediatrics, OB/GYN, general and orthopedic surgery. CRMS boasts national recognitions for diabetes and cardiac care and state recognition for pediatric asthma, pediatric immunization and safe care.

Nursing Statistics

Registered Nurses: 50
Certified Nursing Assistants: 29
Medical Assistants: 8
Ward Clerks: 3
Central Supply Aides: 2
Nursing Admin Assistant: 1
Home Health Business Coordinator: 1
Case Management Director: 1
Medical Social Worker: 1

National Certifications

Ambulatory Care: 1
Case Management: 1
Electronic Fetal Monitoring: 2
Gerontological Nursing: 1
Healthcare Quality: 1
Medical/Surgical Nursing: 5
Obstetrical Nursing: 2
Patient Safety: 1
Perioperative Nursing: 1

Clinical Certifications

Advanced Cardiac Life Support: 60
Advanced Life Support in Obstetrics: 4
Chemotherapy: 2
Emergency Nursing Pediatric: 1
Neonatal Resuscitation: 22
Pediatric Advanced Life Support: 24
Trauma Nursing Core Course: 2
Wound Care Associate: 1

Where Our Patients Call Home

CRMS 2016 State and National Recognitions

Asthma Care:
- Pediatrics

Clinical Effectiveness Care for Specialty Practices:
- Orthopedics & Women’s Health

Safe Care Recognition:
- Internal Medicine, Pediatrics
- Orthopedics & Family Medicine
- Women’s Health

Immunization Care:
- Pediatrics

Diabetes Care:
- CRMS Internal Medicine

Cardiac Care:
- CRMS Internal Medicine

CRMS Historical Patient Visits

CRMS Patient Composition by Age
Quality of Care

Healthcare quality continues to be of growing importance in the hospital and outpatient settings. At CRH, we are continually looking for ways to improve our quality of care and safety for our patients.

It is always exciting when the hard work and dedication of our staff is recognized. For 2016 Calais Regional Hospital was recognized with a 4-star Overall Hospital Quality rating out of a possible 5 stars from the Centers for Medicare & Medicaid Services (CMS). Only about 20% of hospitals achieve this designation. CRH Home Health also earned 4 star ratings for Quality of Care and Patient Experience from CMS. The home health ratings are based on nine patient care measures and four patient experience measures. The hospital’s Calais Regional Medical Service office settings received a variety of quality recognitions in 2016. See the listing on the previous page. Thank you to all staff for your dedication to quality services for our patients.

The focus of the CRH Quality Management Department in 2016 was National Quality Forum (NQF) Safe Practices. The Safe Practices targeted for improvement were:

- Discharge systems
- Safe adoption of Computerized Prescriber Order Entry (CPOE)
- Medication reconciliation
- Multidrug-resistant organism prevention
- Fall prevention

Each of these Safe Practice projects reached varying degrees of success throughout the year.

One action to positively impact the discharge process was the addition of a patient care coordinator position to the Inpatient Care Unit in 2016. Kim Harvell, RN, assumed this position in November. As a patient care coordinator Kim is a liason between the patient and healthcare organization. She effects safer discharges by ensuring patients understand their medical condition, medications and instructions they need to follow when they go home.
EMPLOYEE STATISTICS

Full Time 206
Part Time 23
Per Diem & Temp 35
TOTAL STAFF 264

Female 221
Male 44
Average Age 45.3

Average Tenure (yrs) 9.1
Longest Current Tenure 46

Turnover, annual
CRH 16.7%
Nationwide 19.4%

BOARD OF TRUSTEES & DIRECTORS

Linda Baniszeski Meddybemp Danforth
Ruth Brittain Alexander
Dennis Brown Calais
Herbert J. Clark Charlotte
Lawrence Clark Calais
Suzanne Crawford Calais
Louis Esposito Calais
Sharon Frost Calais
Linda Gralenski Pembroke
Marshall Henneskin Robinston
Harland Hitchings Princeton
Billy Howard Calais
Diane C. Hunnewell Calais
Kathleen Irving Baileyville
Kim Landran Perry
Everett Libby Calais
Charles B. Livingstone Calais
Merritt Loring Perry
Dennis L. Mahar Pembroke
Joyce Maker Calais
Gary D. Martell Baileyville
Kathy MacLaughlin Calais
Ronald McAlpine Crawford
Kathryn Mekelburg Robinston
Marianne Moore Calais

Aaron Morris Charlotte
Dennis L. Owen Calais
Virginia Pond Calais
Donald C. Roffey Baileyville
Susan Rowley Pembroke
Lynn Russell Calais
Kristi Saunders Calais
Mary Sappier Perry
Todd Smith Perry
Jon Speed Princeton
Jean Stevens Calais
Mary Jane Sylvester Robbinston
Michael Tammaro Alexander
Marjorie Townsend Calais
Joan L. Tracy Charlotte
Norma Van Devander Calais
Sharon Weber Calais
Sandra Yarmal Perry

*Bold denotes Director in 2016

Medical Staff Representatives to the Board of Directors 2016
Joseph Dougherty, M.D.
Peter Wilkinson, D.O.

HONORARY TRUSTEES

Vinton E. Cassidy Calais
John W. Smith, Sr. Calais
Mary Stover Calais
Ronald L. Welch, M.D. Litchfield
Jean G. Wood Calais
Working Together To Serve Our Communities
Medical Providers 2016

Anesthesiology
Manuel Falcon, CRNA

Cardiology
Fahad Alsindi, M.D.
Alan Jansujwicz, M.D.

Emergency Medicine
Nadeem Ali, M.D.
Cressey W. Brazier, M.D.
Thomas Dancoes, DO
Guy Nuki, M.D.
Ernest Walker, PA
Jennifer Yandow, PA

Family Practice
Karen Davis, FNP
Anne Perry, FNP
Vice Chief of Staff
Blaire Siefken, FNP

General Surgery
Joseph Dougherty, M.D.
Chief of Staff
Christopher B. Hayward, D.O.

Hospitalists
Elizabeth Eliacin, M.D.

Internal Medicine
Peter S. Wilkinson, D.O.

Obstetrics/Gynecology
Hatem Hatem, M.D.

Optometry
Brian E. Hallowell, O.D.
Robert A. MacMannis, O.D.
George M. Taylor, O.D.

Orthopedics
Michael W. Kessler, M.D.
Chris Scalabrin, FNP

Orthotics/Prosthetics
Duane L. Ellis, AS

Pain Management
William Head, PA-C
Jonathan Herland, M.D.

Pathology
Richard R. Riemersma, M.D.

Pediatrics
Egbert F. Grinage, M.D.
Jodiann T. Ledford, M.D.

Podiatry
Nima Moghaddas, DPM

Radiology
Robert Leatherman, D.O.

Listing as of 12/31/2016. The CRH Provider Roster for 2016 also included providers from many specialties: 4 courtesy/consulting; 43 contracting; 19 allied health professionals; 6 Telemedicine Cancer Care; 5 TeleTrauma; 2 TeleNeuro, 38 TelePsych, 7 TeleCardiology, 39 Teleradiology

CRH Auxiliary

The CRH Auxiliary supports the Hospital and its vision to be known as the best rural hospital in Maine. Auxiliary members work to promote CRH through increased community awareness and fundraising activities.

2016 Auxiliary Members
Mae Berry
Ann Boyd
Oliver Brittain
Ruth Brittain
Art Carter
Cynthia Carter
Ruth Clark
Sylvia Day
Pat C. Fellers
Sharon Frost
Susan M. Gaug
Gladys Greenlaw
Doreen Hill
Mary Lane
Barbara Lang
Mary McDonald
Muriel MacArthur
Kathy McLaughlin
Starlyn J. Miller
Joni Miller
Stephanie Misrach
Irene Moreside
Ilene O’Hara
Heather Ross
Kristi Saunders
Jean Stevens
Helen Taylor
Joan Tracy
Norma Van Devander
Lorraine Wilson
Patricia Yardley

New Providers in 2016
Karen Davis
Nurse Practitioner
Manuel Falcon
CRNA
Dr. Robert Leatherman
Radiologist
Financial Stewardship

<table>
<thead>
<tr>
<th>INCOME SOURCES</th>
<th>Year Ending Dec 2015</th>
<th>Year Ending Dec 2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services to Hospital Patients</td>
<td>$62,080,057</td>
<td>$67,569,611</td>
</tr>
<tr>
<td>Home Health Patients</td>
<td>506,555</td>
<td>579,002</td>
</tr>
<tr>
<td>CRMS Provider Services</td>
<td>5,287,980</td>
<td>5,122,880</td>
</tr>
<tr>
<td><strong>Total Patient Services</strong></td>
<td><strong>$67,874,592</strong></td>
<td><strong>$73,271,493</strong></td>
</tr>
<tr>
<td>Received From Grants, Rental Income, Cafe, Etc.</td>
<td>1,096,482</td>
<td>884,781</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$68,971,074</strong></td>
<td><strong>$74,156,274</strong></td>
</tr>
</tbody>
</table>

**WE BILLED BUT DID NOT RECEIVE**

| From Medicare and Medicaid For Services Provided But For Which Payments Are Limited To A Fixed Amount | ($25,444,234) | ($26,139,977) |
| From Patients Receiving Services Under Contractual Arrangements | (5,243,167) | (8,314,683) |
| From Patients Who Were Unwilling or Unable to Pay | (3,652,690) | (3,632,969) |
| **TOTAL BILLED & NOT RECEIVED** | **($34,340,091)** | **($38,087,629)** |

**OUR EXPENSES INCLUDED AMOUNTS**

| For: Employee Compensation                          | $15,260,807 | $15,399,801 |
| Employee Benefits                                   | 3,205,875   | 3,385,011   |
| Contract Staff                                      | 4,395,625   | 5,062,219   |
| Supplies And Services                               | 10,950,450  | 11,050,922  |
| Depreciation Cost of Buildings & Equipment          | 1,697,556   | 1,605,530   |
| Interest On Borrowed Money                          | 932,392     | 922,185     |
| **TOTAL EXPENSES**                                  | **$36,442,705** | **$37,425,668** |
| Non Operating Revenue                               | 243,105     | 55,429      |

**THEREFORE RESULTING IN A NET GAIN (LOSS) OF**

| ($1,568,617) | ($1,301,594) |

**THIS IS WHAT WE OWN**

| Cash On Hand                                         | $ 821,237 | $ 87,459 |
| Investments With Restricted Use                      | 2,809,993 | 2,606,719 |
| Money Owed CRH from Operations                        | 5,741,682 | 6,374,695 |
| Prepaid Services                                     | 173,886   | 209,664   |
| Supplies On Hand                                     | 682,161   | 707,069   |
| Year End Value of Building & Equipment               | 15,283,988 | 14,111,399 |
| **TOTAL**                                            | **$25,512,947** | **$24,097,005** |

**THIS IS WHAT WE OWE**

| Long-Term Debt                                       | 15,545,945 | 16,034,560 |
| Outstanding Bills, Expenses & Other Obligations      | 9,967,002  | 8,062,445  |
| **TOTAL**                                            | **$25,512,947** | **$24,097,005** |

Note: This representation is based on December 2016 Unaudited Financial Statements.
Customer and Financial Statistics

Where the Money Came From

- Medicare 59%
- Medicaid 17%
- Commercial/Other 16%
- Private 4%
- Blue Cross 4%

Where the Money Went

- Personnel 63%
- Supplies and Services 26%
- Provision for Uncollectibles 5%
- Interest 2%
- Depreciation 4%

Uncompensated Care: Care provided without payment

<table>
<thead>
<tr>
<th>Year</th>
<th>Bad Debt</th>
<th>Free Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>$2,143,378</td>
<td>$1,858,519</td>
</tr>
<tr>
<td>2015</td>
<td>$2,430,890</td>
<td>$1,497,412</td>
</tr>
<tr>
<td>2014</td>
<td>$1,519,643</td>
<td>$1,440,523</td>
</tr>
<tr>
<td>2013</td>
<td>$1,331,852</td>
<td>$1,260,232</td>
</tr>
<tr>
<td>2012</td>
<td>$1,295,672</td>
<td>$929,494</td>
</tr>
</tbody>
</table>

5 Year Total: $8,721,435 $6,986,180

2016 Statistics

Calais Regional Hospital is a Critical Access Hospital providing inpatient and outpatient care, including surgical and obstetrical services and a 24 hour physician staffed Emergency Department. Calais Regional Medical Services (CRMS) are the office practices of CRH and a department of the hospital. CRMS encompasses the practices of surgery, pain management, orthopedics, OB/GYN, family medicine, podiatry, internal medicine & pediatrics.

- Beds: 25
- Average Length of Stay: 3.12
- Population Served: 13,800
- Inpatient Admits: 854
- Surgeries: 1036
- Deliveries: 60
- Emergency Visits: 10,811
- Outpatient Visits: 335,492
- CRMS Visits: 23,361
Friends of Calais Regional Hospital

Annual Fund Contributors 2016

At CRH we invest in the future of the communities we serve through improvements in our facility, technology and services we offer. In turn, CRH takes great pleasure in recognizing the supporters who invest in us. The following list recognizes donors who made contributions received during 2016.

Director’s Circle - $1000 and up
Cressey & Teresa Brazier
Herbert & Eileen Clark
CRH Auxiliary*
Eaton Foundation*
The First N.A.

Benefactors - $500 to $999
Dr. & Mrs. Nadeem Ali
Dr. & Mrs. Tom Dancoes
F. A. Peabody Company
Linda & Frederick Gralenski
Machias Savings Bank
Dr. & Mrs. Jay Mullen
Dr. Guy Nuki
Dr. Richard Riemersma

Founders - $250 to $499
Mary & William Barnett
Theresa and Dennis Brown
Dr. William P. Butler
Mr. & Mrs. Ray H. Davis, Jr
Federal Marine Terminals, Inc.
Alvin and Ericka Marshall
Richard Mingo Construction, Inc.

Century Club - $100 to $249
Frank & Suzie Birgfeld
Barbara Clark
Mrs. Suzanne Crawford
Edmund & Margaret DelMonaco
Mrs. Teena Dominie
John & Marie Dudley
Dr. William and Gail Gould
Jeff and Marian Guire
Harris Point Shore Cabins & Motel
Everett and Dawn Libby
Dennis L. Mahar
Diane L. Maheux
Ron and Diane McAlpine
John & Mary Meacher
Christopher & Frances Mulcahy
Dolly Newcomb
Ms. Mary Sappier
Dr. David & Ruth Sousa
Mary Jane Sylvester
David & Marjorie Townsend
Norma Van Devander
Ernie Walker, PA-C
Jennifer Yandow, PA-C

Friends - up to $99
Mr. and Mrs. Gregg E. Brooks
Mrs. Doris Corthell
Mrs. Constance Croman
Richard & Sandra Granger
Jon and Sharon Koplik
John S. Marshall
Mr. and Mrs. John McDonald
Kathryn F. Mekelburg
Marianne Moore
Anonymous

2016 ‘Three Club Challenge’ Golf Tournament

Oak Leadership Level:

Pine Leadership Level: Comprehensive Pharmacy Services
QHR

Other Major Sponsors: Calais Advertiser, Machias Savings Bank, Northeast Delta Dental, Bluewater Emergency Partners, Fairpoint Communications

Social & Players’ Prize Sponsors: Berry Dunn, International Motel, Navix Diagnostics, Sunrise Eye Care, Target Marketing


Calais Regional Hospital held the ‘Three Club Challenge’ Golf Tournament in August 2016 to benefit the Annual Fund. Many local players and sponsors came out for a gorgeous day of golf to benefit a great cause. Thank you to the players and the sponsors who helped raise over $8,500 for the Annual Fund and made the event such a success.
Friends of Calais Regional Hospital

Memorials 2016

All memorial money received is expended judiciously to improve and broaden the health care services of Calais Regional Hospital. To make a donation in memory of a friend or loved one, simply send your donation with the memorial information to the CRH Memorial Fund. A notification of the donation is sent to the family.

In Memory of Peter Yates
CRH Family, Mary-Jo Smith, Mike Bodkin, Cathy Blake, Shelly Bodkin, Vicki Clark, Lyndsay McIver, Krista Collins, Teena Dominie, Sheila Dow, Ericka Marshall, Heidi McCann, Dolly Newcomb, Erica Pike, Julie Reynolds and Joe Hutzulak.

In Memory of Sarah J Beckett Clarke
Norma McLean

In Memory of Adam H. Cottrell
CRH Family

In Memory of Muriel Doten
CRH Family Norma McLean St. Croix Regional Registered Nurses Assoc.

In Memory of Judith Kelly
CRH Family Mary-Jo & Jeff Smith Mary-Jo Smith, Mike Bodkin, Cathy Blake, Shelly Bodkin, Vicki Clark, Lyndsay McIver, Krista Collins, Teena Dominie, Ericka Marshall, Heidi McCann, Dolly Newcomb, Erica Pike, Julie Reynolds, Crystal Donovan and Joe Hutzulak.

In Memory of Alex Dane Bragg-Lord
Mary-Jo & Jeff Smith

In Memory of Geraldine Childs
CRH Family

In Memory of Sally A. Blake
CRH Family Mary-Jo Smith, Mike Bodkin, Cathy Blake, Shelly Bodkin, Vicki Clark, Krista Collins, Teena Dominie, Sheila Dow, Ericka Marshall, Heidi McCann, Dolly Newcomb, Erica Pike, Julie Reynolds and Joe Hutzulak.

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CRH Family

In Memory of Muriel Doten
CRH Family Norma McLean St. Croix Regional Registered Nurses Assoc.

In Memory of Peter Yates
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Working Together To Serve Our Communities

Calais Regional Hospital has been providing healthcare for Eastern Washington County for many decades. Our dedication to the communities we serve extends beyond the medical services we provide. CRH takes part in a variety of health fairs and community events to provide health education and support for many organizations. Our hospital considers it an honor to be a part of our community and our staff takes part in many ways - by serving on local boards and organizations, staffing events, providing services and supplying in kind goods to name a few. Serving the community is very important to CRH.

CRH participates with State and regional organizations for emergency preparedness such as with the active shooter drill training in 2016 with area law enforcement.

CRH coordinated events such as the Health and Wellness Fair, Pink Zone Basketball Game and Free Prostate Screenings to promote health awareness and provide access to preventative screenings and vaccines.

CRH teams support local community awareness events. CRH is regularly a part of the WCCC Polar Dip. CRH has been represented at the Relay for Life since it began in 1998.

CRH staff attended certification training in order to offer free car seats at the hospital to area community members in need.

Calais Regional Hospital employees participate in health fairs, workplace education days and flu clinics across our service area.

It is always exciting to bring needed services to those we care for. CRH was very pleased to open the CRMS Baileyville office in 2016 and expand access to local healthcare in our region.

Hospital staff volunteer time for planning and staffing at the Peanut Fair to benefit a local Parent Teacher Group.