



Calais Regional Hospital



2018 Annual Report

Quality Healthcare Close to Home

View From The Horizon

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Quality Healthcare Close to Home



*Rod Boula,
Chief Executive Officer*



*Ron McAlpine,
Board Chair*

Hospitals today are dealing with an ever changing landscape that involves new challenges and requires difficult decisions. The magnitude of the forces effecting healthcare are great and numerous including: decreased reimbursements, negative impacts of overregulation, a critically short supply of trained professional staff, changing technologies and more.

Looking towards our future, we must continue to strive to be as methodical as possible in defining and building a medical niche for our community that is sustainable. Our current organizational structure, and independence, enables us to endure this long-term perspective and aligns us with the way we think about providing health services to our patients. Our business model, centered exclusively on patient service, means that in everything we do, we will strive to exceed our patients' expectations.

Last year was another year of transformation, marked by necessary endings and new beginnings. While it can be difficult in tumultuous times, we must be inspired to carry on our goals of providing quality patient care and working to maintain health care in our community. Some highlights of 2018 include:

- The hospital's long running contract with QHR for management services ended.
- Outreach and work to bring a new service to CRH in 2019 (Cataract Surgery) began.
- Five new providers were recruited to CRMS/CRH.
- CRMS offices were recognized nationally by Centers for Medicare Services for patient care.
- Two new Senior Leaders joined the organization.

While the landscape of healthcare is everchanging, one thing that has not changed is Calais Regional Hospital's commitment to caring for the people in the communities we serve. The task of ensuring the well being of the organization is one Administration and the Board of Directors take

Rural Hospitals and Health Systems

Ensuring Local Access to High-quality, Affordable Care

Rural Hospitals are Essential to the Health and Economic Well-being of the Community



Local access to essential health services

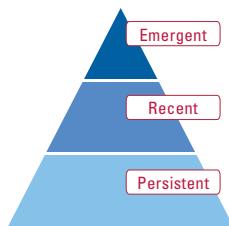


Direct and indirect employment; private-sector investment in the community



Vital part of the increasingly connected and networked health care infrastructure

Challenges Facing Rural Hospitals & Communities



- Opioid epidemic
- Violence in communities
- Care delivery shifts
- Behavioral health
- Economic and demographic shifts
- High cost of drugs
- Low patient volume
- Payer mix
- Patient mix
- Geographic isolation
- Medical surge capacity
- Cyber threats
- Regulatory burden
- Coverage
- Medicaid Expansion
- Health Plan Design
- Workforce shortage
- Aging infrastructure
- Limited Access

As challenges facing rural hospitals intensify, accumulate and compound each other, many confront difficult decisions, including whether to reduce services or even close. Moreover, today's issues may hinder rural providers' preparedness for the challenges of tomorrow. Between 2010 and 2018, 95 rural hospitals have closed, and several of these closures have resulted in a complete loss of local access to care.

Recommendations for Action

Update Federal Policies and Invest in Rural Communities

- » Ensure fair and adequate reimbursement
- » Support new models of care
- » Bolster the workforce
- » Remove red tape
- » Support health information technology
- » Rein in prescription drug prices

For more information, visit www.aha.org/rural.

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very seriously. CRH is not just the primary provider of health services in the area, but also an economic driver for the community. It is important on many levels for the hospital to succeed

We would like to thank our employees, medical staff, board members and volunteers for their tireless efforts. 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.

Rodney C. Boston

Donald McAlpin

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.



Calais Regional Medical Services

Nursing Statistics

Registered Nurses	38
Certified Nursing Assistants	27
Medical Assistants	12
Ward Clerks	3
Central Supply Aides	2
Nursing Admin Assistant	1
Home Hlth Business Coordinator	1
Case Management Director	1
Medical Social Worker	1

National Certifications

Case Management	1
Electronic Fetal Monitoring	2
Gerontological Nursing	1
Medical/Surgical Nursing	5
Obstetrical Nursing	2
Operating Room	2
Patient Safety	1
Perioperative Nursing	1
Would Care Specialist	1

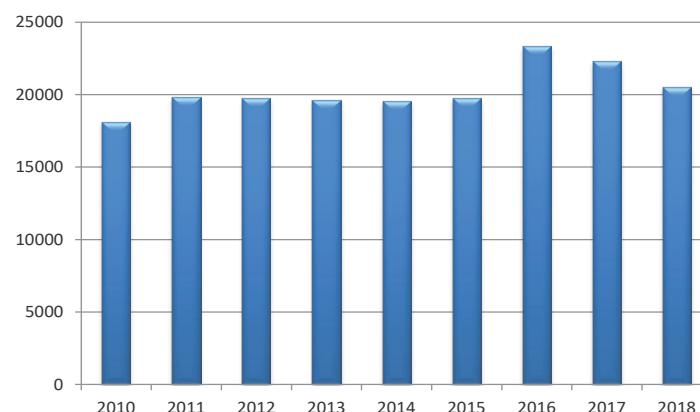
Clinical Certifications

Advanced Cardiac Life Support	57
Advanced Life Support in	
Obstetrics	2
Chemotherapy	1
Emergency Nursing Pediatric	1
Neonatal Resuscitation	14
Pediatric Advanced Life Support	23
Trauma Nursing Core Course	2
Wound Care Associate	1

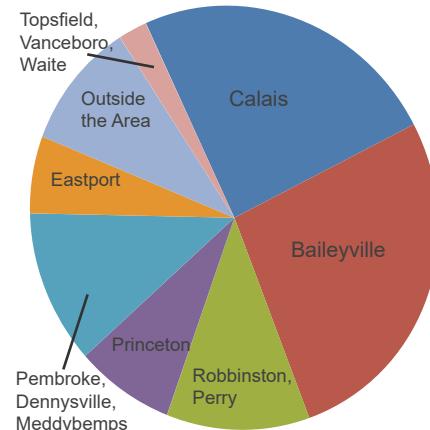
Calais Regional Medical Services (CRMS) offers primary care services and the specialties of pediatrics, podiatry, chronic pain intervention, general and orthopedic surgery. In 2018 CRMS boasted national recognitions for diabetes, cardiac care and physician office systems and state recognition for asthma, immunization, heart disease management, diabetes, clinical effectiveness and safe care.

CRMS was recognized by the Centers for Medicare Services (CMS) for best practice around Transitions of Care. Staff presented on a national stage and was selected as an innovative practice for process development and overall impact. CRMS was also recognized by CMS out of 80 national nominees for chronic care management implementation and impact for transformation and improved quality of care. Staff participated in a video to be shared on the national stage by CMS.

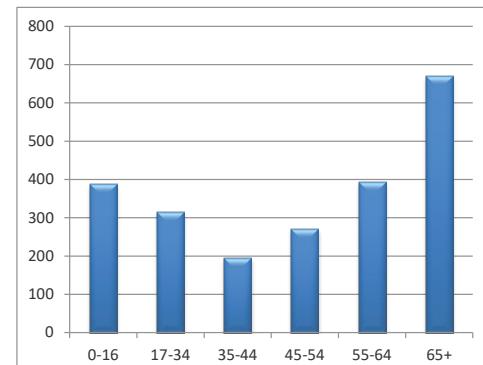
CRMS Historical Patient Visits



Where Our Patients Call Home



CRMS Patient Composition by Age



Giving Back to Our Community

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 teams support local community events. CRH has been a part of the WCCC Polar Dip for many years.



CRH works to educate the community on healthy habits. In 2018 Dietitian Mona Van Wart joined Calais IGA to promote healthy eating.



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

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



CRH looks for every opportunity to inspire careers in rural healthcare. Many students job shadow at CRH, a healthcare career camp was held for local youth and CRH participated in a Rural Health

Immersion program with UNE medical students.



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



In 2018, many Hospital staff members served as preceptors - mentoring and teaching healthcare students, providing over 2,100 hours of oversight as a way to give back to our community and the field of healthcare.

Working Together To Serve Our Communities

EMPLOYEE STATISTICS

Full Time	189
Part Time	17
Per Diem & Temp	75
TOTAL STAFF	281
Female	228
Male	53
Average Tenure (yrs)	8.8
Longest Current Tenure	48



Dennis Mahar,
Treasurer



Ronald McAlpine,
Chair



Everett Libby,
Vice Chair



Todd Smith,
Secretary

BOARD OF TRUSTEES & DIRECTORS

Linda Baniszseski (res 11/2018)	Meddybemps	Mary Sappier	Perry
Scott Beal	Baileyville	Kristi Saunders	Calais
Herbert J. Clark	Charlotte	Keitha Smith	Calais
Lawrence Clark	Calais	Sheridan Smith	Calais
Susan Coley	Eastport	Todd Smith	Perry
Robert Fitzsimmons	Baileyville	Jon Speed (dec 7/2018)	Princeton
Holly Gartmayer-Deyoung	Eastport	Mary Jane Sylvester	Robbinston
Anthony Giard	Calais	Michael Tammaro	Alexander
Linda Gralenski	Pembroke	James Thompson	Calais
Britani Holloway	Perry	Marjorie Townsend	Calais
Diane C. Hunnewell	Calais	Joan L. Tracy	Charlotte
Kathleen Irving	Baileyville	Norma Van Devander	Calais
Amy Jeanroy	Calais	Sharon Weber	Calais
Everett Libby	Calais	Sandra Yarmal	Perry
Merritt Loring	Perry	*Bold denotes Director in 2018	
Dennis L. Mahar	Pembroke	Medical Staff Representatives to the	
Joyce Maker	Calais	Board of Directors 2018	
Ronald McAlpine	Crawford	Peter Wilkinson, D.O.	
Kathryn Mekelburg	Robbinston	Robert Leatherman, D.O.	
Marianne Moore (res 12/18)	Calais		
Dennis L. Owen	Calais		
Virginia Pond	Calais		
Ian Pratt	Calais		
Donald C. Roffey	Baileyville		
Susan Rowley	Pembroke		

HONORARY TRUSTEES

Vinton E. Cassidy
Marshall Hennequinn
Charles Livingstone
John W. Smith, Sr.

Calais
Robbinston
Calais
Calais

Calais
Robert L. Treworgy (dec 7/2018)
Ronald L. Welch, M.D.
Jean G. Wood

Calais
Calais
Litchfield
Calais

Working Together To Serve Our Communities

Medical Providers 2018

Anesthesiology

Manuel Falcon, CRNA

Cardiology

Alan Jansujwicz, M.D.

Emergency Medicine

Tari A Advani, MD

Nadeem S Ali, MD

Michael A Bell, MD

Justin Bennett, MD

Cressey W Brazier, MD

Ariel Clark, MD

Colin Coor, MD

Christopher Cox, MD

Thomas Dancoes, MD

LeRoy Danielson, MD

John Elias, MD

Peter Goth, MD

Andrea Groft, PA

Deborah Guilmette, FNP

AnnMarie Lattanzi, MD

James B Mullen, MD

Guy Nuki, MD

Daniel Reinke, MD

Marcus E Riccioni, MD

Seath Ritter, MD

Reid Roberts, MD

Stephen Ruda, DO

Joseph Williams, MD

Ernest Walker, PA

Jennifer Yandow, PA

Family Practice

Alexandra Idenburg, MD

Blaire Siefken, FNP

Erica Pike, FNP

Ericka Marshall, FNP

Karen Davis, FNP

General Surgery

Christopher B. Hayward, D.O.

M. H. Niayesh, M.D.

Hospitalist

Elizabeth Eliacin, M.D.

JaHoon Koo, ACNP

Internal Medicine

Peter S. Wilkinson, D.O.

Optometry

Robert A. MacMannis, O.D.

Brian E. Hallowell, O.D.

Orthopedics

Michael W. Kessler, M.D.

Chris Scalabrin, FNP

Orthotics/Prosthetics

Duane L. Ellis, AS

Pain Management

Jonathan Herland, M.D.

William Head, PA-C

Pathology

Richard R. Riemersma, M.D.

Pediatrics

Jodiann T. Ledford, M.D.

Podiatry

Nima Moghaddas, DPM

Pulmonology

Francis Lee, M.D.

Radiology

Robert Leatherman, D.O.

Listing as of 12/31/2018. The CRH Provider Roster for 2018 also included providers from many specialties: 4 courtesy/consulting; 57 contracting; 16 Allied Health Professionals; 6 Telemedicine Cancer Care; 4 TeleTrauma; 2 TeleNeuro, 54 TelePsych, 4 TeleCardiology, 55 Teleradiology, 3 TelePICU

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.

2018 Auxiliary Members

Ann Boyd

Art Carter

Cynthia Carter

Ruth Clark

Pat C. Fellers

Sharon Frost

Gladys Greenlaw

Doreen Hill

Mary Lane

Barbara Lang

Muriel MacArthur

Kathy McLaughlin

Joni Miller

Starlyn J. Miller

Stephanie Misrach

Donna Mitchell

Irene Moreside

Jackie Perkins

Heather Ross

Kristi Saunders

Helen Taylor

Joan Tracy

Norma Van Devander

Lorraine Wilson

Patricia Yardley

New Providers in 2018



Ericka Marshall, FNP
Primary Care



Erica Pike, FNP
Primary Care



Alex Idenburg, MD
Primary Care



JaHoon Koo, FNP
Hospitalist



M. H. Niayesh, D.O.
General Surgeon

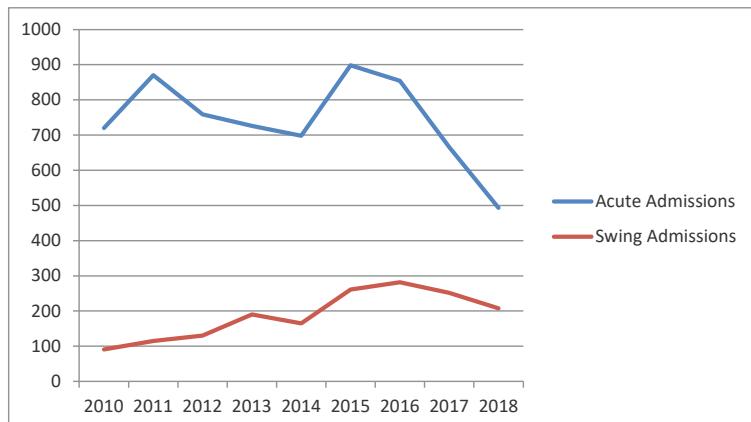
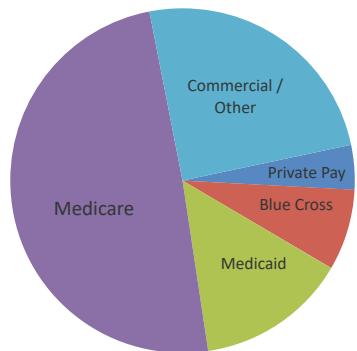
Financial Stewardship

INCOME SOURCES	Year Ending Dec 2015	Year Ending Dec 2016	Year Ending Dec 2017	Year Ending Dec 2018
Billed for Services to; Hospital Patients	\$62,080,058	\$67,550,177	\$60,116,783	\$49,771,218
Home Health Patients	506,555	579,002	631,708	320,264
CRMS Provider Services	5,287,980	5,142,314	4,530,484	3,962,360
Total Patient Services	\$67,874,593	\$73,271,493	\$65,278,975	\$54,053,842
Received From Grants, Rental Income, Cafe, Etc.	1,096,482	884,781	1,052,259	1,458,597
TOTAL	\$68,971,075	\$74,156,274	\$66,331,234	\$55,512,439
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)	(\$26,000,443)	(\$23,021,015)	(\$16,713,330)
From Patients Receiving Services Under Contractual Arrangements	(5,243,167)	(8,314,683)	(6,095,961)	(6,329,352)
From Patients Who Were Unwilling or Unable to Pay	(3,652,690)	(3,632,969)	(3,292,391)	(2,922,974)
TOTAL BILLED & NOT RECEIVED	(\$34,340,091)	(\$37,948,095)	(\$32,409,367)	(\$25,965,656)
OUR EXPENSES INCLUDED AMOUNTS				
For: Employee Compensation	\$15,260,807	\$15,399,801	\$14,517,272	\$13,103,622
Employee Benefits	3,205,875	3,385,011	3,861,770	3,375,747
Contract Staff	4,395,625	5,062,219	4,957,192	3,992,843
Supplies And Services	10,950,450	11,062,925	10,613,937	7,770,465
Depreciation Cost of Buildings & Equipment	1,697,556	1,605,530	1,277,722	1,042,052
Interest On Borrowed Money	932,392	960,976	934,252	949,575
TOTAL EXPENSES	\$36,442,705	\$37,476,462	\$36,162,145	\$30,234,304
Non OP Revenue	243,105	55,336	86,294	112,939
THEREFORE RESULTING IN A NET GAIN (LOSS) OF	(\$1,568,617)	(\$1,212,944)	(\$2,153,984)	(\$574,584)
THIS IS WHAT WE OWN				
Cash On Hand	\$ 821,237	\$ 499,036	\$ 1,012,912	\$ 353,742
Investments With Restricted Use	2,809,992	2,610,398	2,770,332	2,674,116
Money Owed CRH from Operations	5,741,682	5,702,229	3,947,299	3,534,295
Prepaid Services	173,886	209,664	164,647	265,120
Supplies On Hand	682,161	707,069	573,036	610,496
Year End Value of Building & Equipment	15,283,989	14,550,701	13,453,114	12,759,884
TOTAL	\$25,512,947	\$24,279,097	\$21,921,340	\$20,197,653
THIS IS WHAT WE OWE				
Long-Term Debt	15,437,382	15,796,689	15,302,050	14,979,232
Outstanding Bills, Expenses & Other Obligations	11,047,991	10,599,432	10,672,633	9,953,858
TOTAL	\$26,485,373	\$26,396,121	\$25,974,683	\$24,933,090

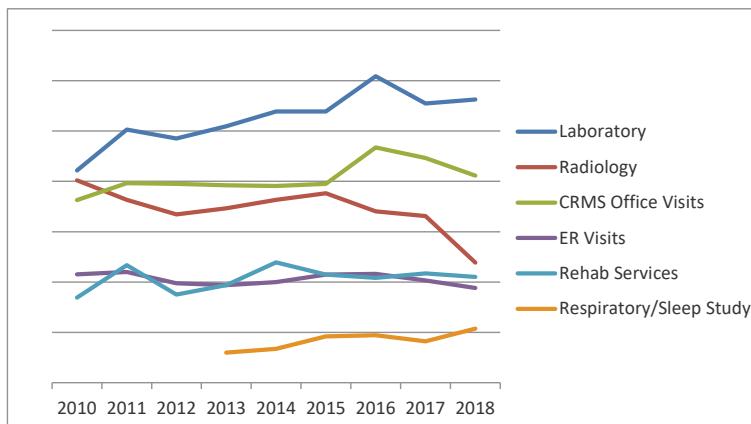
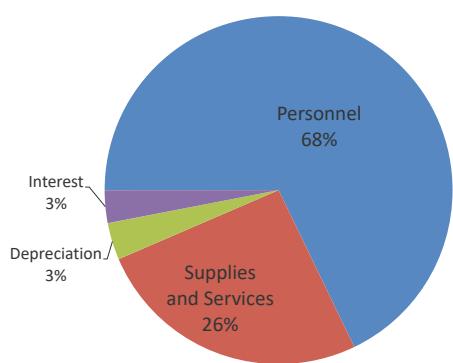
Note: This representation is based on Audited Financial Statements.

Customer and Financial Data

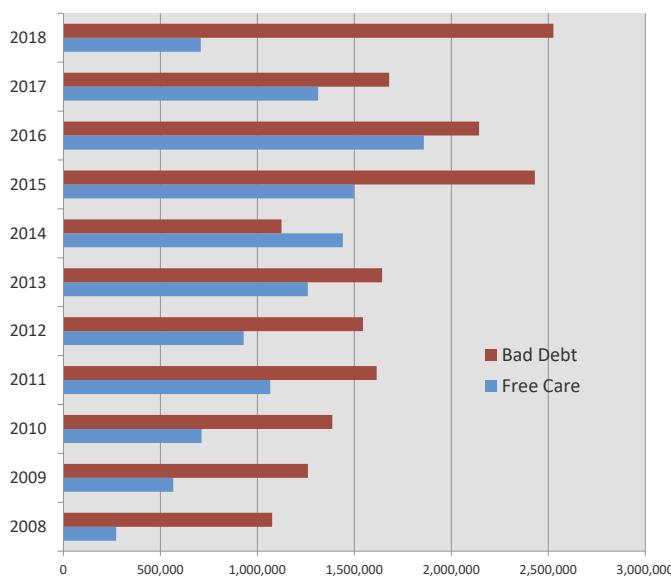
Where the Money Came From



Where the Money Went



Uncompensated Care: Care provided without payment



Bad Debt (those unwilling to pay)		Free Care (those unable to pay)	
2018	\$ 2,526,733	2018	\$ 708,453
2017	1,679,228	2017	1,313,163
2016	2,143,378	2016	1,858,519
2015	2,430,890	2015	1,497,412
2014	1,124,280	2014	1,440,523
5 Year Total: \$9,904,509		5 Year Total: \$6,818,070	

Friends of Calais Regional Hospital

Annual Fund Contributors 2018

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 2017.

CRH is the largest employer in Calais. For every 4 jobs at the hospital, 4.9 jobs are created in the community.*

Director's Circle - \$1000 and up

Blue Water Emergency Partners*
Mr. and Mrs. Rodney Boula*
Dr. and Mrs. Cressey Brazier
City of Calais*
CRH Auxiliary*
Eaton Foundation*
Linda & Frederick Gralenski
Dr. Michael Kessler*
Machias Savings Bank
Pratt's Chevrolet Buick GMC*
Nancy & Sidney Unobskey
Dr. and Mrs. Peter Wilkinson

Benefactors - \$500 to \$999

Dr. Nadeem & Mrs. Katelyn Ali
Dahl-Chase Pathology
Associates
Estate of Howard C. Deshon
Karen's Diner & Korner Pub*
PCT Communications*
Dr. Tom & Mrs. Lynette Dan-
coes
Dr. Jay & Mrs. Christine Mullen
Dr. Guy Nuki

Founders - \$250 to \$499

Theresa & Dennis Brown
Dr. William P Butler
CPSI
Mr. & Mrs. Michael Footer
Robert & Sheila Fraser

Ericka & Alvin Marshall
PCT Communications*
Mr. David Peters
Sunrise Eye Care PA
DeeDee & Joe Travis

Century Club - \$100 to \$249

Linda & Barry Baniszewski
Scott & Robin Beal
Allen & Pam Beckett
Frank & Susie Birgfeld
Calais Press Inc
Calais Ace Home Center
Mr. Richard L. Carroll
Eleanor P. Clark
John & Marie Dudley
Butch and Rena Garriott
Deborah Guilmette, FNP
Harris Point Shore Cabins & Motel
International Motel
Mrs. Sarah J. Loman
Dennis L. Maher
Ron and Diane McAlpine
Anne Perry
Bill & Sue Rowley
Ken & Karen Sprague
Barbara & Earle Stanhope
Mary Jane Sylvester
Norma Van Devander
Woodland Pulp, LLC
Jennifer Yandow, PA-C

Friends - up to \$99

Mr. and Mrs. Gregg E. Brooks
Mr. Rodney Boula
Anonymous
Mrs. Ruth Clark
Mrs. Doris Corthell
Constance Croman
Federal Marine Terminals Inc*
Anonymous
Glenda Frank & Ed Kokoszka
Jon and Sharon Koplik
Everett & Dawn Libby
Diane L. Maheux
Kathryn F. Mekelburg
Mill Creek Mgmt Technologies Inc
Anonymous
Quoddy Tides
Riverside Electric Inc.*
Roger's Auto Sales Inc.*
Silvia Sayers
Mr. & Mrs. Sheridan S Smith
Richard & Janice Stanhope
Joan & Bill Tracy

Friends of Calais Regional Hospital

Treebute to Life



The Treebute to Life fundraiser benefits the 2018 CRH Annual Fund. For five dollars participants bought a ribbon for a special person or event.

In Memory of:
Fred Rogers Sr
Brother Freddie
Sandy Hook Victims
L'Simcha Congregation Victims
tree of Life Victims
By: Ruth A. Rogers

In Memory of:
Gerry and Jewel Beckett
By: David & Patsy Beckett

In Memory of:
Gordon Cecil Moreside
By: Irene & Family

In Memory of:
Philip D. Moreside
By: Irene Moreside & Family

In Memory of:
Thomas & Doris Taylor
By: Irene Moreside

In Appreciation of:
Eddie, Suzanne, Shelly,
Mike
By: Irene Moreside

In Appreciation of:
Coffee Shop Volunteers
By: Irene Moreside

In Honor of:
30 years of CRH Service
By: Barbie Clark

In Memory of:
Bill & Rachel Powers
By: Barbie Clark

In Honor of:
All CRMS Staff
By: Jo Shannon &
Mellissa Kenney

In Memory of:
Delman Morgan
By: Jo Shannon

In Memory of:
Barry's Daughter Julie
Our Parents
Niece Jenny
By: Barry & Linda
Baniszewski

In Memory of:
Andrea Sincio
By: Stevens Family

In Memory of:
Paul O'Brien
Mary O'Brien
By: Kathleen (O'Brien)
Stevens

In Memory of:
Rodney E. Fitch
By: Kathy LaPlant

In Memory of:
Bob Richardson
By: Peg Richardson

In Memory of:
Sallee McShane
Wayne Pike
By: Ken & Karen Berry

In Memory of:
Leo & Ethel Annas
Ralph & Nellie Clark
By: Herbie & Eileen
Clark

In Memory of:
Mr. & Mrs. Milton
Stanhope
By: Richard & Janice

In Memory of:
Mr. & Mrs. Carl
Carter
By: Richard & Janice

In Memory of:
Brian J. Flynn
By: Brenda Prout

In Memory of:
Kerry Rose Brown
By: Kevin & Mary
Brown

In Memory of:
Edward Seeley
By: Diane Seeley

*Through ripple or
secondary effects,
CRH spending
and wages in 2018
generated a com-
munity economic
impact of almost
\$32 million*.*

Memorials

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 George A. McCoubrey
CRH Family

In Memory of Lawrence Wallace "Larry" Gillespie
Joe & DeeDee Travis and Family

*Source: AHA analysis using BEA
RIMS-II (2007/2016) multipliers for hospital
NAICS Code 622000, released March 2018,
applied to Health Forum, 2016 AHA Annual
Survey of Hospitals data.

Rural Hospitals: A Community's Anchor

Access to primary care

Safe haven in times of emergency

DID YOU KNOW?

- Rural America includes approximately **57 million people**, about 18% of the population and **84% of the geographic area of the USA**.
- There are **1,855 rural hospitals** that support nearly **2 million jobs**.
- Every dollar spent by a rural hospital produces another **\$2.29 of economic activity**.
- A typical critical access hospital employs **213 community members**.
- Rural hospitals handle more than **21.5 million emergency visits**.



Tell Congress to protect health care in rural communities.



Calais Regional Hospital complies with applicable Federal civil rights laws and the U.S. Department of Agriculture policy and does not discriminate on the basis of race, color, national origin, age, disability, or sex. Not all prohibited bases apply to all programs. To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, S.W., Washington, D.C. 20250-9410, or call (800) 795-3272 (voice), or (202) 720-6382 (TDD).

ATTENTION: Si vous parlez français, des services d'aide linguistique vous sont proposés gratuitement.appelez le 1-800-752-6096
ATENCIÓN: si habla español, tiene a su disposición servicios gratuitos de asistencia lingüística. Llame al 1-800-752-6096

注意:如果您使用繁體中文,您可以免費獲得語言援助服務。請致電 1-800-752-6096
CHÚ Ý: Nếu bạn nói Tiếng Việt, có các dịch vụ hỗ trợ ngôn ngữ miễn phí dành cho bạn. Gọi số 1-800-752-6096
ملحوظة: إنك تحدث لغتك الأم. في خدمات المساعدة اللغوية المتوفرة لك بالإنجليز. اتصل بـ 1-800-752-6096
PAUNAWA: Kung nagsasalita ka ng Tagalog, maari kang gumamili ng mga serbisyo ng tulong sa wika nang walang bayad. 1-800-752-6096
ВНИМАНИЕ: Если вы говорите на русском языке, то вам доступны бесплатные услуги перевода. 1-800-752-6096
주의: 다른 언어로 대화하는 경우, 무료로 언어 지원 서비스를 이용하실 수 있습니다. 1-800-752-6096
注意事項: 日本語を話される場合、無料の言語支援をご利用いただけます 1-800-752-6096
PIN KENE: Na ye jam né Thuonjan, ke kuony yené ka waar thook ató kuka lêu yók abac ke cít wéñh cuáte piny. 1-800-752-6096
XIYYEFFANNA: Afaar dubbattu Oroomiffa, tajaajila gargaarsa afaanii, kanfaltidhaan ala, ni argama. Bilbilaa 1-800-752-6096

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