



*Calais  
Regional  
Hospital*



# 2018 Annual Report

---

Quality Healthcare Close to Home

## Inside This Issue

CEO & Board Chair  
Message.....p 2

Calais Regional  
Medical Services.....p 4

Nursing Statistics..... p 4

Giving Back ..... p 5

Board of Trustees ..... p 6

Employee Statistics ..... p 6

CRH Auxiliary ..... p 7

Medical Providers ..... p 7

Financials ..... p 8

Customer & Financial  
Data ..... p 9

Donors ..... p 10

A Community's  
Anchor.....back cover

*Quality Healthcare  
Close to Home*

## View From The Horizon



*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



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](http://www.aha.org/rural).

©2019 American Hospital Association | February 2019



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.

## 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

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.

## 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

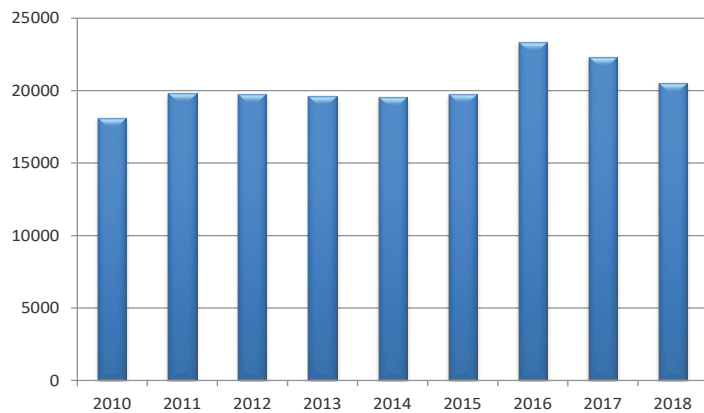
### National Certifications

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
Wound Care Specialist	1

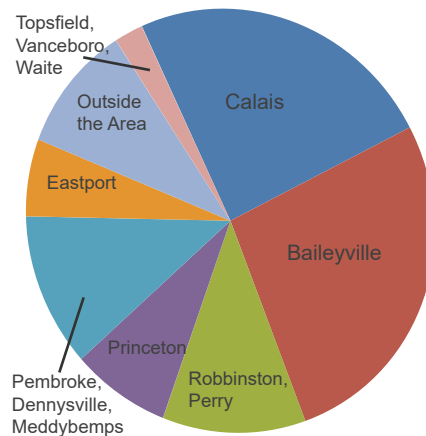
### Clinical Certifications

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

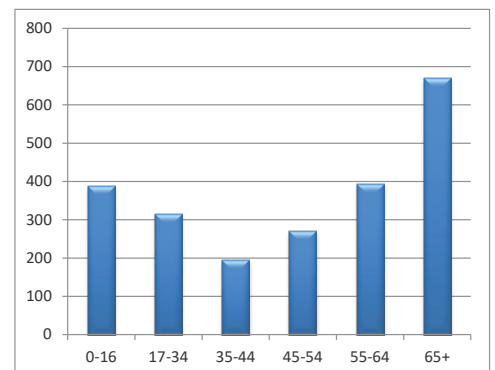
## CRMS Historical Patient Visits



## 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
<b>TOTAL STAFF</b>	<b>281</b>
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 Baniszeski (res 11/2018)	Meddybemps	Mary Sappier	Perry
Scott Beal	Baileyville	Kristi Saunders	Calais
<b>Herbert J. Clark</b>	Charlotte	Keitha Smith	Calais
<b>Lawrence Clark</b>	Calais	Sheridan Smith	Calais
<b>Sussan Coley</b>	Eastport	<b>Todd Smith</b>	Perry
Robert Fitzsimmons	Baileyville	Jon Speed (dec 7/2018)	Princeton
Holly Gartmayer-Deyoung	Eastport	<b>Mary Jane Sylvester</b>	Robbinston
Anthony Giard	Calais	Michael Tammaro	Alexander
<b>Linda Gralenski</b>	Pembroke	<b>James Thompson</b>	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
<b>Everett Libby</b>	Calais	Sandra Yarmal	Perry
<b>Merritt Loring</b>	Perry	<b>*Bold denotes Director in 2018</b>	
<b>Dennis L. Mahar</b>	Pembroke	<b>Medical Staff Representatives to the</b>	
Joyce Maker	Calais	<b>Board of Directors 2018</b>	
<b>Ronald McAlpine</b>	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		
<b>Susan Rowley</b>	Pembroke		

## HONORARY TRUSTEES

Vinton E. Cassidy	Calais	Mary Stover	Calais
Marshall Hennequinn	Robbinston	Robert L. Treworgy (dec 7/2018)	Calais
Charles Livingstone	Calais	Ronald L. Welch, M.D.	Litchfield
John W. Smith, Sr.	Calais	Jean G. Wood	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*

## 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

## 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

Loraine Wilson

Patricia Yardley

# Financial Stewardship

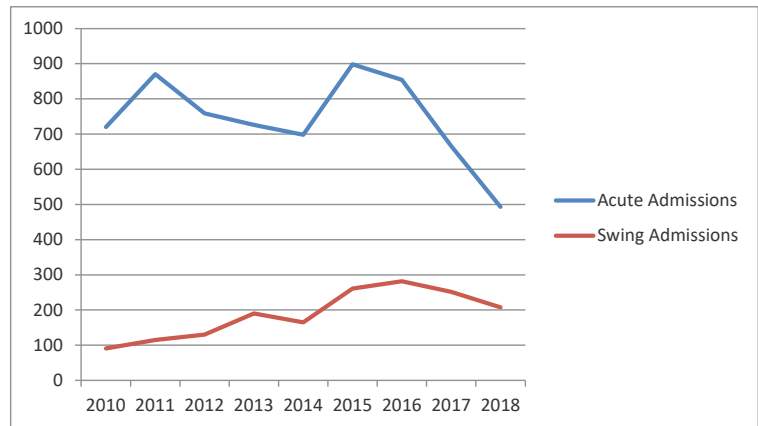
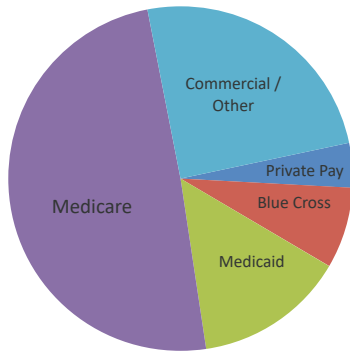
INCOME SOURCES	Year Ending Dec 2015	Year Ending Dec 2016	Year Ending Dec 2017	Year Ending Dec 2018
Billed for Services to; Hospital Patients	\$62,080,058	\$67,550,177	\$60,116,783	\$49,771,218
Home Health Patients	506,555	579,002	631,708	320,264
CRMS Provider Services	5,287,980	5,142,314	4,530,484	3,962,360
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
<b>TOTAL</b>	<b>\$68,971,075</b>	<b>\$74,156,274</b>	<b>\$66,331,234</b>	<b>\$55,512,439</b>
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)
<b>TOTAL BILLED &amp; NOT RECEIVED</b>	<b>(\$34,340,091)</b>	<b>(\$37,948,095)</b>	<b>(\$32,409,367)</b>	<b>(\$25,965,656)</b>
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
<b>TOTAL EXPENSES</b>	<b>\$36,442,705</b>	<b>\$37,476,462</b>	<b>\$36,162,145</b>	<b>\$30,234,304</b>
Non OP Revenue	243,105	55,336	86,294	112,939
<b>THEREFORE RESULTING IN A NET GAIN (LOSS) OF</b>	<b>(\$1,568,617)</b>	<b>(\$1,212,944)</b>	<b>(\$2,153,984)</b>	<b>(\$574,584)</b>
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
<b>TOTAL</b>	<b>\$25,512,947</b>	<b>\$24,279,097</b>	<b>\$21,921,340</b>	<b>\$20,197,653</b>
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
<b>TOTAL</b>	<b>\$26,485,373</b>	<b>\$26,396,121</b>	<b>\$25,974,683</b>	<b>\$24,933,090</b>



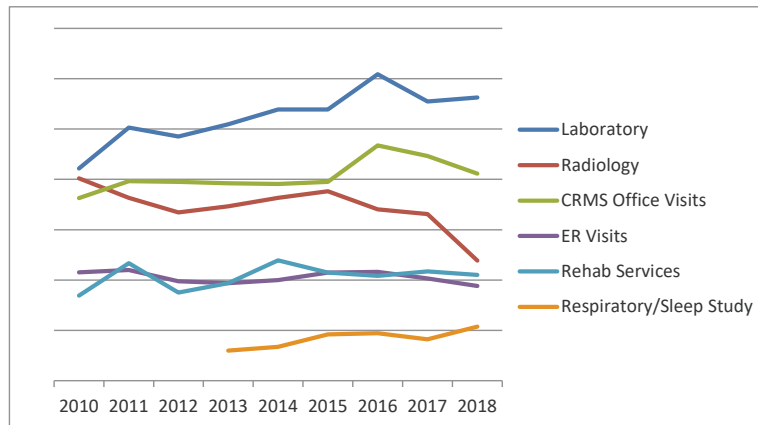
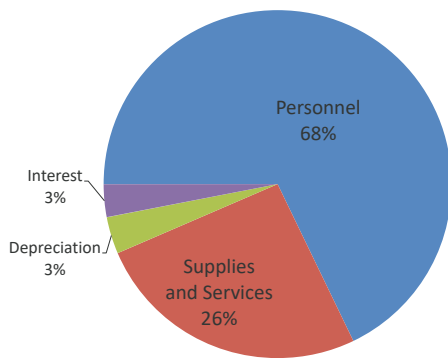


# Customer and Financial Data

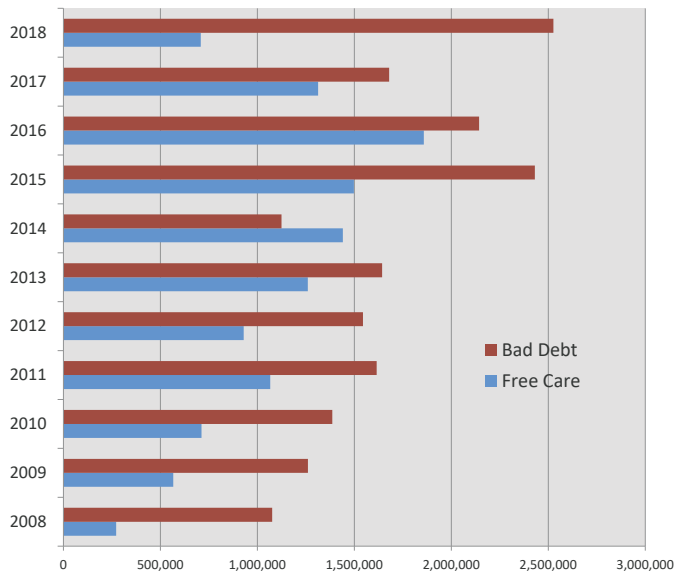
## Where the Money Came From



## 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	<u>1,124,280</u>	2014	<u>1,440,523</u>
<b>5 Year Total: \$9,904,509</b>		<b>5 Year Total: \$6,818,070</b>	

# 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.

### *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 Baniszeski  
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. Mahar  
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

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

\*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.

# 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:  
Philp 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  
Baniszeski

In Memory of:  
Andrea Sinco  
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

## 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**.

## Access to primary care

## Safe haven in times of emergency

## Jobs

**24/7 care**

# EMERGENCY

## Community Partnerships to ensure wellness and total health

**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

**ملاحظة:** إذا كنت تتحدث اللغة، فإن خدمات المساعدة اللغوية تتوفر لك مجاناً. اتصل برقم 1-800-752-6096

**សំគាល់៖** ប្រសិនបើអ្នកនិយាយភាសាកម្ពុជា សេវាជំនួយភាសាឥតគិតថ្លៃមានសម្រាប់អ្នក។ ទូរស័ព្ទ 1-800-752-6096

**PAUNAWA:** Kung nasasalita ka ng Tagalog, maaari kang gumamit 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

**Achtung:** Wenn Sie Deutsch sprechen, stehen Ihnen kostenlos sprachliche Hilfsdienstleistungen zur Verfügung. 1-800-752-6096

**உறுதுறை:** உங்களுக்குத் தெரியுமானால் உதவியை வழங்குவதற்கான சேவைகள் இலவசமாக கிடைக்கும். 1-800-752-6096

**UWAGA:** Jeżeli mówisz po polsku, możesz skorzystać z bezpłatnej pomocy językowej. 1-800-752-6096

**주의:** 한국어를 사용하시는 경우, 언어 지원 서비스를 무료로 이용하실 수 있습니다. 1-800-752-6096

**注意事項：**日本語を話せる場合、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 Thuonjap, ke kuony yená garaa faan thoók kuka leu yab abac cín wílh chat piny. 1-800-752-6096

**XIYYEEFFANNAA:** Afaar dubbattu Oromiffa, tajaajila gaarsaaf aanatti, kanfaltiidhaa ala, ni argama. Biiblaatu 1-800-752-6096

In accordance with Federal Law and U.S. Department of Agriculture policy, this institution is prohibited from discriminating on the basis of race, color, national origin, sex, age, or disability. 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).

For more information about this annual report or for information about the Hospital in general, contact the CRH Community Relations Office at: 454-9227, [community@calaishospital.org](mailto:community@calaishospital.org) or write to us at 24 Hospital Lane, Calais, Maine 04619.