The last few decades has seen many changes in the healthcare industry. Some changes, such as increased safety protocols and integrated record-keeping are excellent and have resulted in better patient outcomes. But in other ways, hospitals – in particular, rural hospitals - have had to respond to changing demographics and regulatory requirements with adjustments to both operations and patient care delivery. These changes often outpace reimbursements, making it difficult for hospitals to maintain a healthy balance sheet.

The most notable announcement in 2019 was the decision to file for Chapter 11 Bankruptcy protection in September. Chapter 11 offers the hospital a chance to restructure debt and the organization to strengthen the hospital’s long-term financial position and provide more options moving forward. This was not a decision made lightly, or at a moment’s notice. It took a lot of hard work over many months to get to a point where Chapter 11 was a viable option that CRH qualified for. We had to be able to demonstrate that we were making decisions to improve our bottom line, even if they were hard decisions. CRH has adjusted service lines and implemented changes that increased efficiency in an effort to bring the hospital closer to break-even. However, there is more work to do. Our goal is to emerge from Chapter 11 a stronger and more resilient hospital, and to keep high-quality health care accessible in our region and jobs in our community.

At the end of the day, we cannot afford to lose this community hospital. Local access to health care matters. If CRH closed, thousands of area residents would be faced with commutes of over an hour or more to the nearest hospital. We are committed to keeping the doors open. CRH has served this community for over 100 years and staff is committed to working in good faith to keep our community healthy for decades to come. We firmly believe with the support of our community, we can keep health care accessible in our corner of Maine.

In closing, we would like to express our deepest appreciation to our employees, medical staff, board members and volunteers for their tireless efforts and commitment through these challenging times. Thank you also to our patients for trusting us to meet your health care needs locally.
Giving Back to the Community

As a not-for-profit hospital, Calais Regional Hospital is committed to giving back to the community. Community benefit programs encompass work on community health improvement projects, health profession education, community building activities and sponsorships or contributions to community activities. We know that by giving back we help promote a healthier community and build a stronger economy for us all!

CRH does not turn away people who need vital care, regardless of their ability to pay. Our compassionate staff provide the same high-quality care to each patient. Over the last five years the hospital has provided over $15 million in uncompensated care.

<table>
<thead>
<tr>
<th>Uncompensated Care: Care provided without payment</th>
<th>Free Care (those unable to pay)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bad Debt (those unwilling to pay)</td>
<td></td>
</tr>
<tr>
<td>2019: $1,123,362</td>
<td>$204,088</td>
</tr>
<tr>
<td>2018: 2,526,833</td>
<td>708,453</td>
</tr>
<tr>
<td>2017: 1,679,228</td>
<td>1,313,163</td>
</tr>
<tr>
<td>2016: 2,143,378</td>
<td>1,858,519</td>
</tr>
<tr>
<td>2015: 2,430,890</td>
<td>1,497,412</td>
</tr>
<tr>
<td>5 Year Total: $9,903,691</td>
<td>$5,581,635</td>
</tr>
</tbody>
</table>

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.*

<table>
<thead>
<tr>
<th>Hospital Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community Impact</td>
</tr>
</tbody>
</table>

**CRH Economic Impact**

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

<table>
<thead>
<tr>
<th>Hospital Spending &amp; Wages</th>
<th>Impact on Local Economy</th>
</tr>
</thead>
<tbody>
<tr>
<td>$17,160,000</td>
<td>$11,900,000</td>
</tr>
</tbody>
</table>

Total Contribution

<table>
<thead>
<tr>
<th>Total Economic Impact</th>
</tr>
</thead>
</table>

$29,100,000

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.

2019 Auxiliary Members

- Ann Boyd
- Art Carter
- Cynthia Carter
- Ruth Clark
- Pat C. Fellers
- Sharon Frost
- Gladys Greenlaw
- Doreen Hill
- Kathy Irving
- Mary Lane
- Barbara Lang
- Molly MacArthur
- Cathy McLaughlin
- Theresa McMasters
- Joni Miller
- Starlyn J. Miller
- Donna Mitchell
- Irene Moreside
- Jackie Perkins
- Heather Ross
- Kristi Saunders
- Helen Taylor
- Joan Tracy
- Norma Van Devander
- Loraine Wilson
- Patricia Yardley

CRH Auxiliary

Working Together To Serve Our Communities

BOARD OF TRUSTEES & DIRECTORS

Scott Beal, Baileyville
Herbert J. Clark, Charlotte
Lawrence Clark, Calais
Sussan Coley, Eastport
Robert Fitzsimmons, Baileyville
Anthony Giard, Calais
Linda Gralenski, Pembroke
Britani Holloway, Perry
Diane C. Hunnewell, Calais
Amy Jeanroy, Calais
Everett Libby, Calais
Merritt Loring, Calais
Dennis L. Mahar, Calais
Joyce Maker, Pembroke
Ronald McAlpine, Crawford
Kathryn Mekelburg, Robbinston
Marianne Moore, Calais
Dennis L. Owen, Calais
Ian Pratt, Calais
Donald C. Roffey, Baileyville

Susan Rowley, Pembroke
Mary Sappier, Perry
Kristi Saunders, Calais
Keitha Smith, Calais
Sheridan Smith, Calais
Todd Smith, Perry
Mary Jane Sylvester, Robbinston
Michael Tammaro, Alexander
James Thompson, Calais
Marjorie Townsend, Calais
Joan L. Tracy, Charlotte
Norma Van Devander, Calais
Sharon Weber, Calais
Sandra Yarmal, Perry

*Bold denotes Director in 2019

Medical Staff Representatives to the Board of Directors 2019

- Peter Wilkinson, D.O.
- Robert Leatherman, D.O.

HONORARY TRUSTEES

- Vinton E. Cassidy, Calais
- Marshall Hennequin, Robbinston
- John W. Smith, Sr., Calais
- Mary Stover, Calais
- Ronald L. Welch, M.D., Litchfield
- Jean G. Wood, Calais

MEDICAL PROVIDERS

- Cardiology
  - Alan Jansujwicz, MD
  - Sreedhar Madireddy, MD

- 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
  - Victoria Ganz, FNP
  - Andrea Groft, PA
  - Deborah Guilmette, FNP
  - AnnMarie Lattanzi, MD
  - James B Mullen, MD
  - Guy Nuki, MD
  - Jo Nell Orland, MD
  - Michelle Perkins, MD
  - Carl Ramsay, MD
  - Daniel Reinke, MD
  - Marcus E Riccioni, MD
  - Seath Ritter, MD
  - Reid Roberts, MD
  - Noah Rosenbarg, MD
  - Stephen Ruda, DO
  - Robin Williams, PA
  - Jennifer Yandow, PA

- Family Practice
  - Karen Davis, FNP
  - James Eshleman, DO
  - Alexandra Idenburg, MD
  - Ericka Marshall, FNP
  - Erica Pike, FNP

- General Surgery
  - M. H. Niayesh, MD

- Hospitlashes: Elizabeth Eliacin, MD
  - JaHoon Koo, ACNP

- Internal Medicine
  - Peter S. Wilkinson, DO

- Ophthalmology
  - Lawrence Piazza, MD
  - Curt Young, MD

- Orthopedics
  - Chris Scalabrin, FNP

- Orthotics/Prosthetics
  - Duane L. Ellis, AS

- Pain Management
  - Jonathan Herland, MD
  - William Head, PA-C

- Pathology
  - Richard R. Riemersma, MD

- Podiatry
  - Nima Mohgaddas, DPM
  - Adam Simmons, DPM

- Radiology
  - Robert Leatherman, DO

The CRH Provider Roster for 2019 also included providers from many specialties: 3 courtesy/consulting; 59 contracting/subcontracting; 10 allied health professionals; 6 Telemedicine Cancer Care; 4 TeleTrauma; 1 TeleNeuro, 55 TelePsych, 4 TeleCardiology, 48 Teleradiology, 3 TeleICU
# Financial Stewardship

## INCOME SOURCES

<table>
<thead>
<tr>
<th>Description</th>
<th>Year Ending Dec 2018</th>
<th>Year Ending Dec 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Billed for Services to; Hospital Patients</td>
<td>$49,771,218</td>
<td>$46,381,566</td>
</tr>
<tr>
<td>Home Health Patients</td>
<td>320,264</td>
<td>396,827</td>
</tr>
<tr>
<td>CRMS Provider Services</td>
<td>3,962,360</td>
<td>3,447,357</td>
</tr>
<tr>
<td><strong>Total Patient Services</strong></td>
<td><strong>$54,053,842</strong></td>
<td><strong>$50,225,750</strong></td>
</tr>
<tr>
<td>Received From Grants, Rental Income, Cafe, Etc.</td>
<td>1,458,597</td>
<td>1,408,424</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$55,512,439</strong></td>
<td><strong>$51,634,174</strong></td>
</tr>
</tbody>
</table>

## WE BILLED BUT DID NOT RECEIVE

<table>
<thead>
<tr>
<th>Description</th>
<th>Year Ending Dec 2018</th>
<th>Year Ending Dec 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>From Medicare and Medicaid For Services Provided But For Which Payments Are Limited To A Fixed Amount</td>
<td>($16,713,330)</td>
<td>($16,683,574)</td>
</tr>
<tr>
<td>From Patients Receiving Services Under Contractual Arrangements</td>
<td>(6,329,352)</td>
<td>(5,641,222)</td>
</tr>
<tr>
<td>From Patients Who Were Unwilling or Unable to Pay</td>
<td>(2,922,974)</td>
<td>(1,327,448)</td>
</tr>
<tr>
<td><strong>TOTAL BILLED &amp; NOT RECEIVED</strong></td>
<td><strong>($25,965,656)</strong></td>
<td><strong>($23,652,244)</strong></td>
</tr>
</tbody>
</table>

## OUR EXPENSES INCLUDED AMOUNTS

<table>
<thead>
<tr>
<th>Description</th>
<th>Year Ending Dec 2018</th>
<th>Year Ending Dec 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>For: Employee Compensation</td>
<td>$13,103,622</td>
<td>$12,927,852</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>3,375,747</td>
<td>3,338,205</td>
</tr>
<tr>
<td>Contract Staff</td>
<td>3,992,843</td>
<td>3,792,700</td>
</tr>
<tr>
<td>Supplies And Services</td>
<td>7,770,465</td>
<td>7,300,204</td>
</tr>
<tr>
<td>Depreciation Cost of Buildings &amp; Equipment</td>
<td>1,042,052</td>
<td>967,987</td>
</tr>
<tr>
<td>Interest On Borrowed Money</td>
<td>949,575</td>
<td>795,442</td>
</tr>
<tr>
<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>$30,234,304</strong></td>
<td><strong>$29,122,390</strong></td>
</tr>
<tr>
<td>Non OP Revenue</td>
<td>112,939</td>
<td>60,866</td>
</tr>
<tr>
<td><strong>THEREFORE RESULTING IN A NET GAIN (LOSS) OF</strong></td>
<td><strong>($574,584)</strong></td>
<td><strong>($1,079,594)</strong></td>
</tr>
</tbody>
</table>

## THIS IS WHAT WE OWN

<table>
<thead>
<tr>
<th>Description</th>
<th>Year Ending Dec 2018</th>
<th>Year Ending Dec 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash On Hand</td>
<td>$ 353,742</td>
<td>$ 1,238,356</td>
</tr>
<tr>
<td>Investments With Restricted Use</td>
<td>2,674,116</td>
<td>2,831,559</td>
</tr>
<tr>
<td>Money Owed CRH from Operations</td>
<td>3,534,295</td>
<td>2,851,279</td>
</tr>
<tr>
<td>Prepaid Services</td>
<td>265,120</td>
<td>257,535</td>
</tr>
<tr>
<td>Supplies On Hand</td>
<td>610,496</td>
<td>481,620</td>
</tr>
<tr>
<td>Year End Value of Building &amp; Equipment</td>
<td>12,759,884</td>
<td>11,885,407</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$20,197,653</strong></td>
<td><strong>$19,545,756</strong></td>
</tr>
</tbody>
</table>

## THIS IS WHAT WE OWE

<table>
<thead>
<tr>
<th>Description</th>
<th>Year Ending Dec 2018</th>
<th>Year Ending Dec 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long-Term Debt</td>
<td>14,979,232</td>
<td>14,627,686</td>
</tr>
<tr>
<td>Outstanding Bills, Expenses &amp; Other Obligations</td>
<td>9,953,858</td>
<td>10,617,353</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$24,933,090</strong></td>
<td><strong>$25,245,039</strong></td>
</tr>
</tbody>
</table>

*Note: This representation is based on Unaudited Financial Statements.*
Calais Regional Hospital is a Critical Access Hospital providing inpatient and outpatient care, including surgical 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, podiatry, family practice, internal medicine & pediatrics.

Number of Beds: 25  
Population Served: 13,800  
Employees: 255  
Medical Staff: 19  
Average Tenure 8.8 years  
Longest Tenure 49 years  
Total Payroll: $16,266,059  
Inpatient Admits: 595  
Emergency Visits: 9,175  
CRMS Visits: 19,198  
Outpatient Tests: 144,802  
Surgeries: 506
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 2019.

**Annual Fund Contributors 2019**

| Director’s Circle  
<table>
<thead>
<tr>
<th>$1000 and up</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr. &amp; Mrs. Rodney Boula</td>
</tr>
<tr>
<td>Dr. &amp; Mrs. Cressey Brazier</td>
</tr>
<tr>
<td>CRH Auxiliary</td>
</tr>
<tr>
<td>Eaton Foundation</td>
</tr>
<tr>
<td>Machias Savings Bank</td>
</tr>
<tr>
<td>Pratt’s Chevrolet Buick GMC</td>
</tr>
</tbody>
</table>

| Benefactors  
<table>
<thead>
<tr>
<th>$500 to $999</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dahl-Chase Pathology</td>
</tr>
<tr>
<td>Linda &amp; Frederick Gralenski</td>
</tr>
<tr>
<td>Jennifer Griffey International Motel</td>
</tr>
<tr>
<td>Merritt Loring</td>
</tr>
<tr>
<td>Dr. &amp; Mrs. Charles McHugh</td>
</tr>
</tbody>
</table>

| Founders  
<table>
<thead>
<tr>
<th>$250 to $499</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dr. William P Butler</td>
</tr>
<tr>
<td>Ms Sussan Coley</td>
</tr>
<tr>
<td>Mr. &amp; Mrs. Bruce Fraser</td>
</tr>
<tr>
<td>Ericka &amp; Alvin Marshall</td>
</tr>
<tr>
<td>Dr. Nima Moghaddas &amp; Ron Morgan</td>
</tr>
<tr>
<td>PCT Communications</td>
</tr>
<tr>
<td>Mr. David Peters</td>
</tr>
<tr>
<td>DeeDee &amp; Joe Travis Varney Agency Insurance</td>
</tr>
<tr>
<td>V.L. Tammaro</td>
</tr>
</tbody>
</table>

| Century Club  
<table>
<thead>
<tr>
<th>$100 to $249</th>
</tr>
</thead>
<tbody>
<tr>
<td>Androc Co Inc</td>
</tr>
<tr>
<td>Allen &amp; Pam Beckett</td>
</tr>
<tr>
<td>Mrs. Suzie Birgfeld</td>
</tr>
<tr>
<td>Mr. Richard Carroll</td>
</tr>
<tr>
<td>Central Maine Orthotics and Prosthetics</td>
</tr>
<tr>
<td>Mrs. Eleanor Clark</td>
</tr>
<tr>
<td>Mrs. Ruth Clark</td>
</tr>
<tr>
<td>Franklin DePeters, M.D.</td>
</tr>
<tr>
<td>John &amp; Marie Dudley</td>
</tr>
<tr>
<td>Dr. Elizabeth Eliacin</td>
</tr>
<tr>
<td>Mr. &amp; Mrs. Mike Footer Anne Perry</td>
</tr>
<tr>
<td>Riverside Electric</td>
</tr>
<tr>
<td>Ron &amp; Diane McAlpine Sheridan and Valerie Smith</td>
</tr>
<tr>
<td>Sunrise Eye Care PA</td>
</tr>
<tr>
<td>Mary Jane Sylvester</td>
</tr>
<tr>
<td>Michael Tammaro</td>
</tr>
<tr>
<td>Mr. &amp; Mrs. Jim Thompson Bill &amp; Sue Rowley Anonymous</td>
</tr>
</tbody>
</table>

| Friends  
<table>
<thead>
<tr>
<th>up to $99</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pauline Beach</td>
</tr>
<tr>
<td>Patsy &amp; David G. Beckett</td>
</tr>
<tr>
<td>Mr. and Mrs. Gregg E. Brooks Bill Cody</td>
</tr>
<tr>
<td>Mrs. Keith Corthell</td>
</tr>
<tr>
<td>Mrs. Constance Croman Butch &amp; Rene Garriott</td>
</tr>
<tr>
<td>Jon &amp; Sharon Koplak Patti Lanigan Dennis Mahar Kelly J. McCoubrey Kathryn &amp; Edward Mekelburg</td>
</tr>
<tr>
<td>Mill Creek Mgmt Technologies, Inc Marianne Moore Morgan Construction Anonymous Erica Pike Quoddy Tides Mary-Jo &amp; Jeff Smith In Memory of: Edward Borkowski Richard &amp; Janice Stanhope Nina Welsh</td>
</tr>
</tbody>
</table>

**Treebute to Life**

In Memory of:
- Bull and Rachel Powers
  By: Frank Birgfeld

In Memory of:
- Douglas R. Sprague
  Sandra B. Sprague
  By: Bonnie Sprague

In Memory of:
- Nina Richardson
  By: The Richardson’s

In Memory of:
- Ralph S. Palmer
  By: The Richardson’s

In Memory of:
- Dorothy Campbell, Sr.
  Shirley Campbell, Sr.
  Shirley Campbell, Jr.
  H. Milton Thornton
  Thelma Thornton
  Tanya Pressey
  Karlee Renee Thornton
  By: Gary & Carole Thornton

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

In Memory of:
- Dr. D.C. Van Devander
  Sara Lee McShane
  By: Norma Van Devander

In Memory of:
- William Guest
  By: Shawna Rafferty

In Memory of:
- Elizabeth Hamill
  By: Shawna Rafferty

In Memory of:
- Dolly Newcomb
  By: Linda Harris Newcomb & Family

In Memory of:
- Melissa Altvater
  Joseph E. Mitchell Jr.
  Majik Francis
  Rita Bassett
  By: Anonymous

In Memory of:
- Ted Donovan
  Harland Hitchings
  By: Mary Donovan

In Celebration of:
- Zelda
  By: April Free

In Appreciation of:
- Joanna Hamilton
  By: Rachel Hamilton

In Memory of:
- Frederick Hamilton
  By: Rachel Hamilton

In Honor of:
- Mr. & Mrs. Milton Stanhope
  Mr. & Mrs. Carl Carter
  By: Richard & Janice

In Memory of:
- Judy Antoniello
  Nicholas Smith
  Shane Brown
  Kethy Smith
  Matthew Doten
  By: Bill & Joan Tracy

In Appreciation of:
- Susan Casey
  By: Mona VanWart

In Memory of:
- Valerie Hurd
  Hilda VanWart
  Harry VanWart
  By: Mona VanWart

In Memory of:
- Pam Fader
  Dana Fickett
  William (Billy) Morgan
  Galen Woodman
  Joyce Gove
  Marjorie Cook
  By: Nima Moghaddas

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

In Memory of:
- Jean Hayward
  Edward Seeley

In Memory of:
- Vicki Lincoln
  By: Nima Moghaddas

In Appreciation of:
- All CRMS Staff
  By: Jo Shannon & Melissa Kenney

In Memory of:
- Delman Morgan
  By: Jo Shannon

In Memory of:
- Justin Chick
  By: Dawn, Wayne & Josh Chick

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

In Memory of:
- CRH Staff
  CRMS Staff
  By: Nima Moghaddas

In Memory of:
- Edward Borkowski
  Richard & Janice Stanhope
  Nina Welsh

In Memory of:
- Edward Borkowski
  Richard & Janice Stanhope
  Nina Welsh

In Memory of:
- Edward Seeley
  By: Diane Seeley
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 works to educate the community on healthy habits. In 2019 Dietitian Mona Van Wart continued with her Grow Your Own program to promote healthy eating.

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.

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, 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@calaisihospital.org or write to us at 24 Hospital Lane, Calais, Maine 04619.