

Two Hospitals

One Focus One Mission



2021

Annual Report



A Message from the CEO

“...it’s important to celebrate and acknowledge all of the things we made happen over the past year.”

The past year has been filled with enormous amounts of change for our organization and a lot of long days for everyone. Our hardest days of the pandemic occurred over the past year and many of our departments and services were pushed to their limits trying to provide care for patients on vents, with covid, and very ill patients that could not be transferred to larger facilities due to staffing and capacity issues throughout the state and all of New England. We also dealt with staffing issues as we lost many clinical and support staff due to vaccine mandates and the continued stress of providing care in difficult circumstances. As the pandemic winds down, we should all be grateful to those who sacrificed to provide the care our patients needed and who kept showing up for work everyday throughout the entire pandemic.

Even during these difficult times there were many great things accomplished and we continued to push forward our strategic initiatives and it’s important to celebrate and acknowledge all of the things we made happen over the past year:

- *Down East Community Hospital acquired Calais Regional Hospital and successfully moved them out of bankruptcy to become Calais Community Hospital in July 2021*
- *New Mammography system and Bone Density equipment were installed at DECH and the Mammography waiting room and exam room floors were redone*
- *We completed renovations for the Down East Health Center in East Machias*
- *Began the remodel and expansion of the Orthopedics building on the DECH campus*
- *Installed new HVAC systems throughout DECH*
- *Started the Cerner EMR implementation which when completed will give us a unified electronic medical record throughout the entire DECH organization*
- *Jessica Jackson, FNP joined the staff at Arnold Memorial Medical Center*
- *General Surgeon Dr. Luis Santiago joined Calais Community Hospital*
- *Orthopedic Surgeon Dr. John Gluscic joined Calais Community Hospital*
- *Family Practice Physician Dr. Sarah Bin Khalaf joined the staff at the Rural Health Clinic in Calais*
- *Down East Community Hospital earned two Women’s Choice Awards for 2022- “The Best Hospitals for Emergency Care” and “The Best Hospitals for Outpatient Experience”*

As we continue to grow as an organization, we plan to keep expanding the services we provide and expanding access to care to even more areas of Washington County. Down East Community Hospital has had several very strong years filled with growth and financial success and, with the addition of Calais Community Hospital to our family, we will be even stronger going into the future. None of this would be possible without the wonderful staff at all of our facilities and it is only because of their continued hard work and dedication that we are successful. Together we will continue to grow stronger and remain independent while serving the needs of Washington County.

Sincerely,

Steve Lail, CEO



Trailblazing

In the days of critical access hospitals running in the red and closing throughout the United States, you may ask why and how a Critical Access Hospital (CAH) in Maine, or anywhere for that matter, would take on the expense and risk of acquiring another CAH out of bankruptcy. And let's be clear it is a risk and from all accounts an unprecedented endeavor. However, we saw it as necessary with the fundamental reason being the preservation of hospital services in Washington County, Maine. Washington County has an area of 3,258 square miles with a population estimated at 31,379. In order to maintain access to care close to home, improve the health and well-being of the population, and maintain volume and specialty care in eastern Washington County this project was necessary.

Calais Regional Hospital (CRH) had several years of poor financial performance. A review of the December 31, 2020, and 2019 audited financial statements prepared by BerryDunn, determined that there was a substantial doubt about the hospital's ability to continue as a going concern. BerryDunn noted that CRH experienced significant operating losses for several years and further stated, "The uncertainties inherent in the bankruptcy process and the Hospital's recurring losses and negative cash flows from operations raise substantial doubt about the Hospital's ability to continue as a going concern".

Down East Community Hospital (DECH) formed Calais Community Hospital (CCH) for the purpose of undertaking the purchase of the hospital and restoring it to financial stability. The goal of the transaction was to preserve CRH's resources and delivery of hospital-based health care services in the Calais region through a newly licensed hospital, and do it in a financially viable manner. We are now two hospitals in one healthcare system that will be stronger together than we were apart.

After a year and countless hours of estimating and identifying financial performance expectations, strategic planning, and collaboration with DHHS, CRH creditors, USDA, and legal counsel, we were able to get where we needed to be to move forward. Without the dedication of the CEO, CFO, and our board of trustees, it would have never happened. Because we steadfastly believed that the Calais hospital would close if we did not step in, we took the risk that, to our knowledge, no other critical access hospital had ever taken. We felt we had to. We did not consider alternatives to this project. CRH was not a viable entity and doing nothing would have ultimately resulted in its closure and a lack of necessary services in the area.

CCH has restructured debt and implemented measures to enhance revenues and reduce costs while maintaining needed healthcare services, however, there are significant long-term financial challenges involved with operating a rural hospital. These challenges include low patient volume, heavy reliance on Mainecare and Medicare for reimbursement below actual costs, geographic isolation, aging infrastructure, staffing recruitment and retention and the need to invest in infrastructure and technology. Long-term viability is always a significant concern.

Management has been streamlined with DECH and CCH sharing top management, which has achieved significant organizational savings. Further efficiencies were achieved by eliminating contractual services that could be performed by internal staff, consolidating benefits, sharing purchases and combining certain administrative functions between CCH and DECH. Overhead costs were further reduced by renegotiating leases and contracts. After an initial loss, CCH was expected to achieve profitability by December 31, 2022.

CCH can say that it, and its parent hospital, DECH, recognized and acknowledged the challenges from the outset. Therefore, during the early stages of planning to purchase CRH's assets planning included evaluation and analysis of the services and level of expenses that were able to be supported financially by the hospital to ensure stability. Most important, CCH is using DECH as a template and guidepost for all aspects of governance and operations. CCH is relying upon DECH's success and input (through shared Boards and Executive and Financial Officers) with respect to issues such as recruiting and retention of medical staff, re-negotiation of commercial insurance contracts, and implementing contracts with vendors at competitive, reasonable prices. Moving forward, and looking to the future, CCH plans to rebuild those systems and the fundamental array of services that help make basic hospital services available to people in that region, to fill a need. Where efficiencies can be created with DECH, those will be pursued. Where improved contracting arrangements can be accomplished, those will be implemented. Also, where sharing, implementing, or expanding services are appropriate this will be done. Without the need to compete against each other as independent hospitals, this one hospital system has the ability to share medical services and have enough resources to support potential services that one hospital couldn't provide alone.

The creation of CCH, facilitated by the resources and manpower supplied by DECH, have allowed the continuation of the delivery of hospital-based health care services in the Calais region. The opportunity and benefits are immeasurable, including the continuation of available resources and care within Washington County provided by our hospitals, our staff and supported by our communities.



DECH Highlights

We are pleased that DECH had another strong financial year in 2021 and proud to continue to maintain and support a variety of services to our community. Overall net patient revenue increased by \$6,182,553 for an increase of 13% when compared to 2020. The hospital received support from Provider Relief Funds, Paycheck Protection Program and other stimulus funds in the amount of \$8,380,474 related to the COVID-19 impact on hospital services.

We were also able to update our equipment and facility this year.

Highlights:

- Purchased new mammography, bone density, and elite miniview x-ray systems, and expanded the Imaging waiting room.
- Completion of renovations for Down East Health Center and moved the Pediatrics department into this new site.
- We began expansions on our Orthopedics’ office, which will more than double their current space.
- We invested in our main hospital building with new flooring including the areas of OB, two main hallways in the hospital, and the mammography screening and waiting room at the Women’s Center. We replaced the hospital OR roof and installed a HVAC system in the Inpatient Unit to assist in the movement of air flow and installation of negative pressure areas for COVID mitigation.
- We invested in the expansion of our Urology service, led by Mark Hirschhorn, MD, by purchasing a new cystoscope system, ultrasound system, and various urology equipment for use in the operating room.
- We began the process of implementing a new Electronic Medical Record, a new accounting system, and a new payroll system.
- Last, but certainly not least, we completed the acquisition of Calais Regional Hospital and moved them out of bankruptcy to become Calais Community Hospital.

Because of a great staff and continued community support, we remained financially strong throughout the year. We never take that for granted and are forever grateful.

2021 Payroll/Benefits

Employees on payroll: 324
 Payroll exp: \$21,956,532
 Benefits: \$6,573,017

Payer Mix

Medicare	34%
MaineCare	21%
Uninsured	2%
Other Commercial Insurances	43%

Volume Statistics

	2020	2021
Admissions	805	782
Deliveries	154	190
Inpatient Surgeries	155	128
Lab Tests	108,359	116,655
Imaging	17,886	18,826
Outpatient Surgeries	2,236	2,425
Rehabilitation Visits	10,029	10,470
Clinics	42,112	45,995
Cardiopulmonary	5,186	5,212



2021 Payroll/Benefits
(6 mos. of data)

Employees on payroll: 180
 Payroll exp: \$4,754,168
 Benefits: \$934,446

We are pleased to report we have made substantial progress in integrating new systems and processes and recruiting new providers to Calais Community Hospital.

Equipment Highlights:

- We purchased and implemented the Cepheid testing system to perform Covid PCR testing.
- To improve access for patients and to provide an improved workspace for staff and patients, we relocated the Rehabilitation Department to the former surgery building.
- We completed renovations in the vacant former OB area to establish Orthopedics and General Surgery Offices.
- We purchased a new MRI system but, due to staffing and supply chain issues, had to delay startup until 2022.
- We upgraded our x-ray equipment to a digital format.
- We upgraded and combined our imaging Picture Archiving and Communication System (PACS) with DECH.
- We upgraded our medication dispensing systems, which will be implemented in 2022.
- Implemented a capital budget process that has identified many projects and purchases during 2022.

Recruitment:

We have been successful with recruitment. We were able to bring on

- General Surgeon, Dr. Luis Santiago Rosado
- Orthopedic Surgeon, Dr. John Gluscic
- Hospitalist, Dr. Cody Davis
- Family Nurse Practitioner, Shannon Munro
- Implemented new wage scales within hospital to become competitive in all levels of recruitment and retention.

Quality initiatives:

- Q-Statim- Internal electronic variance/incident reporting system
- Quality Indicators Team- Ensuring all departments have quality indicators and meets monthly to monitor progress
- Implementation of NRC Picker for patient satisfaction surveys and now includes live time feedback allowing for service recovery in a timely manner.
- Culture of Patient Safety Survey in Progress- Organizational Wide
- Implementation of Patient Safety Data Dashboards and process for reporting this information to the Board
- Provided structure and required education to nursing staff for New England Donor Services (NEDS) – onboarded new liaison.
- Re-instituted the service recovery program at CCH - it is an immediate response to a customer concern that can often produce increased satisfaction to both customer and employee.
- Implemented EMTALA auditing and data tracking to improve quality of our interfacility communications.
- Brought CCH into compliance with Maine Health Data Submissions.
- Improvements to COVID meetings including structure and staff communication
- Additions of COVID temperature kiosk stations for efficiency/screening

We are thankful for the support of the dedicated staff and community.

Payer Mix

Medicare	33%
MaineCare	21%
Uninsured	2%
Other Commercial Insurances	44%

Volume Statistics

	2020	2021
Admissions		244
Deliveries		n/a
Inpatient Surgeries		10
Lab Tests		79,882
Imaging		11,013
Outpatient Surgeries		547
Rehabilitation Visits		6,891
Clinics		12,637
Cardiopulmonary		11,715*

*CRH had a different mechanism for counting some tests

Financial Statements

Consolidated Statements of Operations Fiscal Year 2021 (Preliminary DECH and Sunrise Healthcare only)

Funds Received as Revenue, gains and other support	
Amounts charged to patients	112,173,900
Less portion for payments made by Medicare, Mainecare, and other commercial payers paid at amounts less than charged	(55,713,885)
Less portion of amounts charged not received due to lack of patient ability to pay	(2,935,655)
Less portion of amounts charged that DECH provided to patients as Free Care	(418,263)
Payments received from services provided to patients	53,106,097
Non patient revenue: 340b, Meaningful Use, Maine Families Grant, Provider Relief Fund, and other revenue	10,061,305
Total Funds Received	63,167,402
Funds Expended	
Salaries and benefits	29,017,717
Purchased services, temporary personnel, professional fees, and supplies	21,578,039
Depreciation, interest and other	1,987,444
Total Funds Expended	52,583,200
Excess Funds Received Over Funds Expended (Operating gain)	10,584,202
Increase in net assets without donor restrictions (Total gain)	12,439,167
(Includes non-operating gains/losses and other net asset adjustments such as net unrealized gains on investments, PRF funds used for capital and unfunded pension liability)	



Community Benefits

Subsidized Programs:

- Bad Little Falls Run
- Beth C. Wright Walk
- Breast Cancer Awareness
- Calais Basketball
- Calais Concert
- Calais Little League
- Cancer Support
- Cobscook Bay Race
- Covid Vaccine Clinic
- Downeast Youth Soccer
- Elm Street Volleyball
- Flu Shot Clinic
- Machias Area Little League
- Moosabec 4th of July
- Out of the Darkness Walk
- Outdoor Movie
- Shriners Golf Tourney
- Skate for Life
- Stroke Awareness
- Turkey A Thon
- Veterans of Foreign Wars
- Wesley Foundation

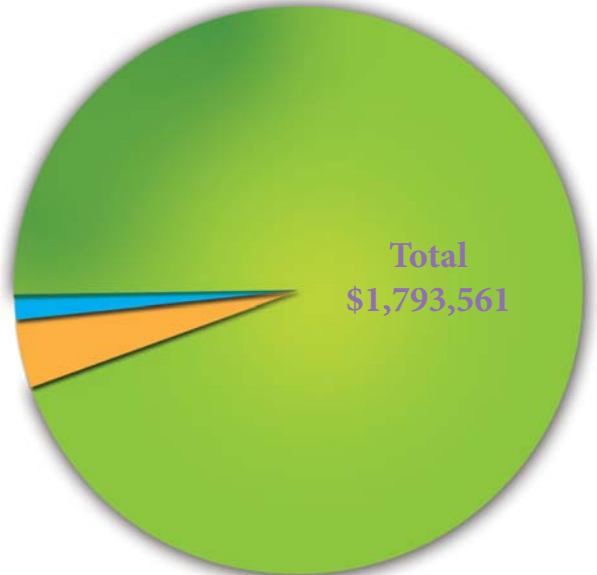
Medical Services:

- Free Medical Care
- Reduced Cost Sports Physicals
- Healthcare Professional Education

Medical Services
\$1,770,331

Medical Education
\$71,086

Subsidized Programs
\$23,230



An integral part of the mission of our health system is to improve the health of the people in Sunrise County and our Community Benefit is a part of what we do to fulfill that mission.

Community Health Needs Assessment (CHNA)

Down East Community Hospital and Calais Community Hospital continue to take steps to improve the health of their communities. In 2021, DECH focused its community health efforts based on its selected priorities of focus.

- Substance Abuse • Cardiovascular Disease
- Diabetes • Cancer • Access to Care
- Elder Care Services • Unintentional Injury



Recognized for Quality



Quality Initiatives

Quality-In-Sights Hospital Incentive Program (Q-HIP)

Both DECH and CCH participate in the Quality-In-Sights Hospital Incentive Program (Q-HIP). Q-HIP is a program of Anthem that we participate in annually by submitting data and supporting documentation related to their specific quality measures. Each year we perform a gap analysis and work on implementing new processes and/or care guidelines based on best practices.

Q-HIP is an award-winning program that focuses on providing quality patient care. There are three areas of review during this process: patient safety, health outcomes, and patient satisfaction. The goal of the program is to help all patients get the best health care. Q-HIP is a collaborative effort where staff are working towards improving patient safety and quality of care. We are committed to sustaining, measuring and improving our ability to provide appropriate, high-quality, safe patient care throughout our healthcare organizations.



Women's Choice Awards

Down East Community Hospital one of America's Best Hospitals for Emergency Care and for Outpatient Experience by the Women's Choice Award®, America's trusted referral source for the best in healthcare. These awards signify DECH is in the top 10% of 4,728 U.S. hospitals offering emergency care and outpatient services. DECH is one of 477 award recipients representing the hospitals that have met the highest standards for emergency care in the U.S. by the Women's Choice Award and one of 267 award recipients representing the hospitals that have met the highest standards for outpatient experience.

High OAS CAHPS

The OAS (Outpatient and Ambulatory Surgery) CAHPS collects information about patient's experiences of care in hospital outpatient departments and ambulatory surgery centers. Patients 18 years old and older who had surgeries and/or procedures are eligible to receive this survey. It includes questions about patients' experiences with the preparation for the surgery or procedure, check-in processes, cleanliness of the facility, and preparation for recovering at home. It also includes questions about whether patients received information about what to do if they had possible side effects during their recovery.

Down East Community Hospital was well above benchmark in all categories and received an overall score of 87.9 in 2021.

CCH Quality Improvements

We have been hard at work implementing and adjusting several programs to help ensure high quality care and increased patient satisfaction. We are excited to share that we have made improvements with the following: Peer Review Program, Quality Indicators, Service Recovery Program and Patient Satisfaction. All these areas are important in developing a strong Quality Program for improved patient outcomes and increased patient satisfaction.

We restructured our medical staff peer review program to capture a wider range of cases that may be more challenging or of a higher acuity. A peer review program plays a vital role in enhancing patient safety and allowing for additional educational opportunities. The Quality Indicators Team was developed to ensure all departments are looking for ways to improve and enhance the services that they offer. This allows departments to monitor and track for trends in areas of concern and make improvements where needed.

When looking to improve upon patient satisfaction, we contracted with an outside vendor, NRC Picker, for patient satisfaction surveys. This offers timely feedback regarding patient care experiences. These survey results, along with utilization of our new internal incident reporting program, allows us to track for trends and identify areas of concern. This data becomes important in knowing if our interventions were effective in addressing trends and showing improvement.

As patient satisfaction is very important to us, we also implemented a Service Recovery Program similar to DECH's program. It is an immediate response to a patient concern that can often produce increased satisfaction to both the patient and employee. The Service Recovery Program provides tools that allow staff to work directly with their manager/director in resolving a situation on the spot. It is our goal to provide high-quality care while maintaining patient safety and satisfaction.

CCH Medical Staff



Active, Courtesy & Professional Service Medical Staff

Anesthesiology

Katherine Kincer, CRNA

Emergency Medicine

Perry Bassett, MD
 Cressey Brazier, MD
 Corey Cole, DO
 Joseph Contarino, MD
 Colin Coor, MD
 Michael Heniser, DO
 David Kearing, MD
 Ira Lubkin, MD
 Terry Perkins, MD
 Theodor Pesch, MD
 Milton Smith, MD
 Rodney Sparks, MD
 Thomston Trowbridge, MD

Family Medicine

Sarah Bin Khalaf, MD
 Laurie Churchill, MD
 James Eshleman, DO
 Elizabeth Incannella, FNP
 Shannon Munro, FNP

Hospitalist

Cody Davis, DO
 Elizabeth Eliacin, MD
 Kevin Jenkins, MD

General Surgery

Luis Santiago-Rosado, MD

Internal Medicine

Peter Wilkinson, DO

Orthopedic Surgery

John Gluscic, MD

Pain Management

Jonathan Herland, MD
 Deborah Schleich, FNP

Podiatry

Nima Moghaddas, DPM
 Adam Simmons, DPM

Radiology

Robert Baril, DO
 Stephen Madigan, MD
 Shahid Nasir, MD
 Karen Willens, MD

Registered Nurse First Assist

Michael Bodkin, RNFA

President

James Eshleman, DO

Vice President

Elizabeth Eliacin, MD

Secretary/Treasurer

Peter Wilkinson, DO

List Of Service Chiefs (as of December 31, 2021)

Perry Bassett, MD Emergency Medicine Service



Practitioners that joined CCH Staff in 2021:

TOP, left to right:
 Sarah Bin Khalaf, MD
 John Gluscic, MD

BOTTOM, left to right:
 Luis Santiago-Rosado, MD
 Shannon Munro, FNP





DECH Medical Staff

Active, Courtesy & Professional Service Medical Staff

President

Christian Inegbenijie, MD

Vice President

Stephen Madigan, MD

Secretary/Treasurer

Leonid Brodsky, MD

Anesthesiology

Leonid Brodsky, MD
Rita Ten, MD
Teresa Maresh, CRNA
Shawn Sparrow, CRNA

Emergency Medicine

Roberto Abeyta, MD
Perry Bassett, MD
Antonio Capps, MD
Corey Cole, DO
Colin Coor, MD
Yomi Fashola, MD
Martin Johns, MD
Peter Levasseur, MD
Ira Lubkin, MD
Richard Lyons, MD
Terry Perkins, MD
Brannon Peralta, MD
Theodor Pesch, MD
Rebecca Schilling, DO
Tariq Shihabuddin, MD
Rodney Sparks, MD
Daniel Stanhiser, MD
Thomston Trowbridge, MD
Maybelle Whu, MD

Family Practice

Robert Abrams, MD
Julia Arnold, MD
Kristen Barbee, DO
Belinda Barron, FNP
John Gaddis, DO
Albert Hartman, Jr., MD
Samuel Hunkler, MD
BreAnna Libby, FNP
Sandra Manship, FNP
Christine Moulton, FNP
Dierdra Pearce, FNP
Jordan Porter, DNP
Drew Ramsay, DO
Davis Rioux, DO
Curtis Russet, FNP
Cynthia Sammis, MD
Adrienne Vela, FNP

Hospitalist

Kerry Crowley, MD
Howard Grayson, MD
Kevin Jenkins, MD
Alexia Noutsios, DO
Thomas Ryan, DO

Obstetrics/Gynecology

Kara Dwight, DO
Christian Inegbenijie, MD
Bjarni Thomas, CNM

Ophthalmology

Lawrence Piazza, MD
Isaac Rudloe, MD

Orthopedic Medicine

Thomas Crowe, MD
Craig Williamson, MD
Elaine Mau, MD

Otolaryngology (ENT)

Stephen Salzer, MD

Pain Management

Rita Ten, MD

Pathology Consultant

Marek Skacel, MD

Pediatrics

Peter Morningstar, MD
Rebecca Paine, PA-C
Alfred Wakeman, PA-C

Podiatry

Nima Moghaddas, DPM
Adam Simmons, DPM

Radiology

Stephen Madigan, MD
Karen Willens, MD

Surgery, Colorectal

Aziz Massaad, MD

Surgery, General

Aziz Massaad, MD

Urology

Mark Hirschhorn, MD

Women's Health

Christine Kuhn, WHNP

List Of Service Chiefs (as of December 31, 2021)

Antonio Capps, MD	Emergency Medicine Service
Peter Morningstar, MD	Pediatric Service
Christian Inegbenijie, MD	Obstetric Service
Thomas Crowe, MD	Surgical Service
Thomas Ryan, DO	Medicine Service
Stephen Madigan, MD	Radiology Service

New Medical Staff Members in 2021

Jessica Jackson, FNP	Roberto Abeyta, MD
Brannon Peralta, MD	Corey Cole, DO
Tariq Shihabuddin, MD	Peter Schilling, DO
Yomi Fashola, MD	Ira Lubkin, MD

In 2021 the following practitioner joined the DECH Staff:

Jessica Jackson, FNP
Arnold Memorial Medical Center



DECH Patient Story

Bernhard is no longer embarrassed and depressed,.. Now that we are no longer waking up at 3:00am in the morning... It is such a relief."

Bernhard suffered with an enlarged prostate for years and received medical care on a regular basis because of it. One of the specialists he saw during that time told him that a section of the prostate would have to be removed, but Bernhard was not on board with that at all.

In 2020 he started having a lot of problems going to the bathroom and started having one infection after another. He ended up as an inpatient at Down East Community Hospital in the first week of February last year with a bad infection. We were told it was sepsis. Bernhard was transferred to Bangor and was there until the 26th of February. He had been so sick for so long that he was feeble and could not walk so they sent him to Blue Hill for rehabilitation. They said he needed to walk and get his strength back before he could come home. When he did get to come home, it was with a catheter. Over the next several months, they tried to take him off the catheter numerous times, but he could not urinate without it.

Having to wear the catheter every day changed his quality of life. He could not go outside and garden. He couldn't mow the lawn because he couldn't hold onto the foley and the lawnmower at the same time. He got very depressed. We had to see his provider once to twice a week so they could change the foley. He kept getting infection after infection and was on antibiotics so many times he got C-diff.

In March he got another bad infection and was in DECH for 5 days. The Hospitalist, Dr. Grayson, talked with us to see if we wanted to do something about his prostate and mentioned Dr. Hirschhorn. He contacted Dr. Hirschhorn for us, and we ended up talking to him on the telephone. He explained what was happening and we ended up scheduling an office visit. During the visit, he told us about the Urolift procedure. Bernhard was interested about hearing how it worked and was excited about getting the procedure done. Dr. Hirschhorn assured him that it would work. Bernhard was not totally convinced but he was still excited and hoped it would.

Because Bernhard was eighty and has Parkinsons his primary provider told us not to go through with the procedure. I am not sure they fully understood the process though. Yes, he is eighty and has Parkinson's, but his wellbeing was at stake. He was done with being embarrassed, uncomfortable, and depressed.

Bernhard had the procedure in July, and everything went very well. There are no more constant infections and there are no more catheters! Bernhard is relieved and feels so much better.

We think Dr. Hirschhorn is the greatest. Bernhard received excellent care from him and is very happy with the outcome. This has changed everything so much. Bernhard is no longer embarrassed and depressed, and he can go to the bathroom whenever he needs to. Now that we are no longer waking up at 3:00am in the morning wondering if the foley is full, we are both getting rest. It is such a relief.

Dr. Hirschhorn is such great doctor, it is so great to have him here. If you are suffering from prostate or any other urological issue, give him a call, do it right away, don't wait. No matter what your age is you deserve to have comfort and a good quality of life. If something can be fixed to improve your physical and mental health, don't suffer any longer do it.

CCH Patient Story

*“You’re in for a good
treat as a patient.
You’re in good
hands.”*



Daniel Faloon, 70 of Second Falls, NB, Canada, enjoys outdoor activities and being able to go out and about. However, for months he was not able to ride his 4-wheeler, walk around his property or spend any length of time in a vehicle due to knee pain.

Mr. Faloon is a Marine Corp veteran and receives his medical services at the Calais VA Clinic. Upon evaluation for his knee pain, it was determined he would need the surgical expertise of an orthopedic surgeon. Mr. Faloon said at the time they thought it meant traveling further out of town and he knew a long drive wouldn't be easy. Thankfully, orthopedic surgeon Dr. John Gluscic had recently begun practicing at the Calais Community Hospital. Upon consultation by his provider at Calais VA Clinic, Mr. Faloon was grateful to hear it was a service he could now receive locally.

In January of 2022, Mr. Faloon checked in to Calais Community Hospital where Dr. Gluscic performed an outpatient knee scope to repair a meniscal tear and other issues. “You couldn't find a better place to send our local veterans,” explained Mr. Faloon. “It starts with the lady at the front door, to the doctor and nurses and all the other staff. Everyone worked like a solid team taking care of me.”

Mr. Faloon is extremely thankful that he was able receive his care so close to home. With his procedure and recovery complete he has been able to return to his regular activities again. He boasts that his quality of life is 99% back to normal now. “I've been back to the hospital two more times since my surgery and the care is great,” he shared. “You’re in for a good treat as a patient. You’re in good hands.”



Kathryn Land, Board Chair

A Message from the Board

“All of our leaders, providers, staff and volunteers are to be commended for all of their hard work and accomplishments!”

Dear Down East Community,

2021 was a year that included many ongoing and new challenges related to the Covid pandemic, including its emerging variants. It also included decisions that were made with a view toward significantly improving healthcare services in the Sunrise County (Washington County).

In July, we welcomed a restructured Calais Community Hospital (CCH), to our healthcare system. The challenges of stabilizing the providing of healthcare services at CCH as well as integrating the organization so we are all “rowing” in the same direction were significant. Merging operations is always challenging.

All of our leaders, providers, staff and volunteers are to be commended for all of their hard work and accomplishments! A tremendous amount of work has been done in the areas of provider recruitment, staff recruitment, retention and development, new medical equipment, quality and patient safety initiatives, patient satisfaction, physical plant expansion and improvement, converting to a new information system and solid financial results. Steve Lail, our Chief Executive Officer, will share details of these accomplishments in his report.

Let me take this opportunity to thank our board members. They are: Judd Bragg, Lisa Carlisle, Jack Corrigan, Karen Eldridge, Michael Hennessey, Dr. Christian Inegbenijie, Gwen Jones, Steve Lail (CEO), Betty (BJ) Marshall, Nate Martell, Jacqueline O’Clair, Ian Pratt, Corey Schwinn, Rose St. Louis and Dr. Rita Ten. All of these individuals have given generously of their time and expertise over the years. We are fortunate to have them all as a part of our organization. Thank you all!

We say farewell to retiring board members Karen Eldridge and Rose St. Louis. Karen was the DECH Auxiliary’s representative on our board for two years. Rose served on our board for nine years and as a past chair of our Quality Improvement Patient Safety Committee. We sincerely appreciate their service to our hospital and community.

As I step down as board chair and end my eleven years of board service, I am grateful for the opportunity to have worked with this wonderful group of people. Lisa Carlisle will succeed me as board chair in June 2022. Lisa has extensive hospital administration and board experience. Our health system is in good hands going forward with a strong board and leadership/management team, expert medical providers, dedicated staff and committed volunteers to overcome any obstacles. Let’s celebrate our successes!

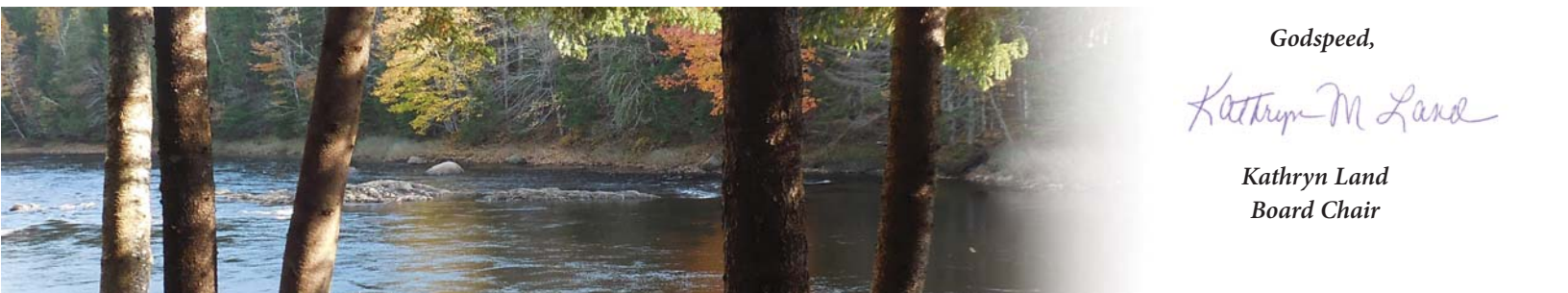
I’ll close with these words of wisdom taken from the Accelerating Excellence Book of Quotes by Del Gilbert that epitomize our efforts.

“If you want to go fast, go alone. If you want to go far, go together.” ~David Gergen

Godspeed,

Kathryn M Land

Kathryn Land
Board Chair



Our Donors



Past Hospital Volunteer, Steve Calhoun, Bequeathed \$100,000 to Down East Community Hospital.

Many people here knew Steve and appreciated the countless hours he dedicated to the hospital. He began volunteering at DECH in 2011 and continued on until 2018 when he became ill. He donated thousands of hours to the hospital and would do anything to help. He was regularly seen supporting Materials Management breaking down and disposing of shipping materials, working in Dietary helping to keep the vending machines full, Public Relations by helping with events, and in the hospital sitting with patients in need. He loved volunteering and considered the people who worked here his friends and family, especially his fellow volunteer Tom McClure. He thought the world of Tom and they worked great as a team. Steve won several Presidential awards for his volunteer hours and he and Tom were recognized as volunteers of the year by the Machias Bay Area Chamber of Commerce in 2012.

Gratitude for Giving! Our hearts are filled with gratitude for the gifts of our generous donors during 2021.

DOWN EAST COMMUNITY HOSPITAL

Businesses

- Amazon Smile
- Blue Bird Ranch / The By Us Company
- Forrester 2, LLC
- Hannaford Charitable Foundation
- Hanscom Construction
- Harris Point Cabins & Motel
- Kozak & Gayer, PA
- Machias Savings Bank
- Maine Veteran's Home
- McFaddens Variety
- Sunrise Eyecare
- United Methodist Women
- WALZ - Machias Valley Broadcasting
- Wyman's of Maine

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 Stephanie Wolverton
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 Barry & Jolene Wood
 Wayne & Lucille Woodward
 Dr. Diane Zavotsky

**Light A Life gifts were given
 "In Memory of":**

Frances Jane Addor "Aunt Sashy"
 Nancy Woodward Allen
 Wendell Alley
 Connie & Richard Aranosian
 Ruth & Hillson Beal
 Barbara & Arthur Beatty
 Mabel Bowles
 Mary Bowles
 Robert Bragg
 Rick Bury
 Jane & Sherman Camick
 Wesley Carroll
 Evelyn Carroll
 Robert Carter
 William Cherry
 Ella Conley
 Betty Crowley
 Elizabeth Curtis
 Myron Curtis
 John & Anne Denbow
 Violet Dumont
 Stan Ellwood
 Millard "Millie" Emerson
 Prescott "Buddy" Farren
 Robert Fenderson
 Dana Fickett
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 Hans von Hoffman
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 Hans Holzen
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 Goldie Hudleson
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 Bob McLean
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 Adian & Edna Preston
 Richard Purington
 Past MVH Residents
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 Molly Reynolds
 Dwayne Reynolds
 Richard E. Richards
 Graydon Ritchie

Margaret Ritchie
 Camron Lee Roberts
 Donald M. Robertson, M.D.
 Eric Robinson
 Jerral Robinson (Robie)
 Lucy Russell
 Sonja D. Sawyer
 Bud & Anne Schoppee
 Heide Schumann
 Chadburne Setzer
 Kevin Shaw
 Jeannette Smith
 Jaxson Stanwood
 Melvin Stephens
 Todd Stephens
 Paul Stevens
 Elizabeth Stowell
 Jeanette Stuart
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 Tom Wolverton
 Ralph & Grace Wood
 Joseph Craig Wood
 Galen Woodman
 Pastor George Woodward
 Estelle Zavotsky
 Tick Tock
 Loved Ones
 Grandson P.K.

**Light A Life gifts were given
 "In Honor of":**

Maria Baeza
 Harry & Zona Beal
 Barbara & Arthur Beatty
 Sherwood F. Chandler
 Howard Roy Grayson
 Bill & Judy Holmes
 Catherine Hunter
 Mike Naylor
 Mr. & Mrs. Obed Peabody
 Wayne & Gail Peters
 Rhonda Reynolds
 Family Rioux
 Sarah T. Strout
 John Walter
 DECH Auxiliary Members
 DECH & CCH Staff
 Children & Grandchildren
 Hard Working Night Crew
 at DECH
 MVH Residents

Memorials:

Randy Foss (21)
 Carole Cook Donovan (1)
 Edsel Berry (2)
 Carolan Beal (2)

Bert Marian (1)
 Greg Shors (1)

**CALAIS
 COMMUNITY HOSPITAL**

Businesses

Androc Co. Inc.
 Calais Motor Inn
 Camden National Bank
 Downeast Credit Union
 Mill Creek Mgmt Technologies, Inc
 Richard Mingo Construction, Inc.
 St. Croix Valley Foundation
 Harris Point Shore Cabins & Motel
 One4All Charitable Fund

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 John S. Marshall
 Dr. Nima Moghaddas and
 Mr. Ron Morgan
 Marianne Moore
 Dayle M. Owen
 Anne Perry
 David Peters
 DeeDee & Joe Travis
 Mrs. Nina Welsh

TreIBUTE to Life in Memory

Senta Bailey
 D.C. Van Devander, MD
 Sallee McShane
 Frank Preston
 Violet & George Stevens
 Phil & Dot Smith
 Ethlyn Preston
 Nicki Lincoln
 Jason Lincoln
 Edwin & Helen Brazier
 Buffy & Gail Eagan
 Linda McPhee
 Douglas Sprague
 David Sprague
 Sandra B. Sprague
 Carleton Sprague
 Christina MacMillan
 Abie MacMillan

Mission

At Down East Community and Calais Community Hospital our mission is to improve the health of the people in the Sunrise County by being as passionate, determined and resilient as those we serve and by balancing exceptional service, financial integrity, current technology, staff satisfaction and collaborative community involvement.

Vision

Every patient experience will be exceptional!

Values

*Respect
Communication
Ownership
Empowerment
Excellence
Resilience
Integrity
Compassion*

A Year of Thanks

Brad Preston Jr
Louis Preston
Sandy Hook Victims
Cliff Grabowski
Fred Rogers Sr.
Fred Rogers Jr.
Jean Hayward
Eddie Seeley
Clint Hayward Jr.
Mike Hayward
Edward (Ted) Donovan
Melvin (Cudgie) Waycott Jr.
Melvin L. Waycott, Sr.
Aldei Bastarache

Treebute to Life In Honor

Eric & Aimee
Teresa Brazier
Zelda Free
Mona Van Wart
ER Nurses

These donations were received between January 1, 2021 and December 31, 2021. We have made every effort to ensure the accuracy of this list of donors. If we have inadvertently omitted, misspelled or incorrectly listed a name, we offer our most sincere apologies.

Please call the Down East Community Hospital at (207) 255-0433 so that we may correct our records.