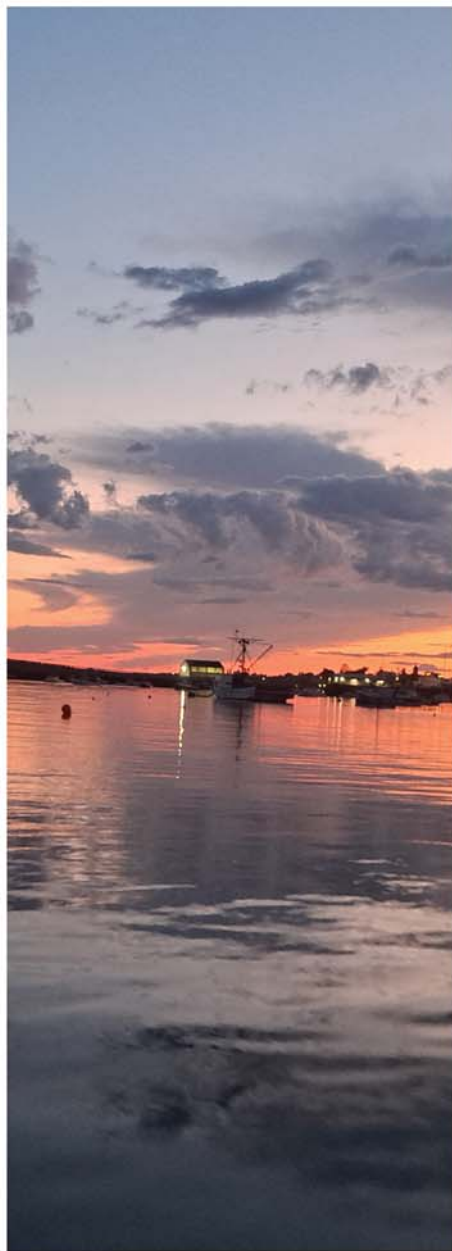
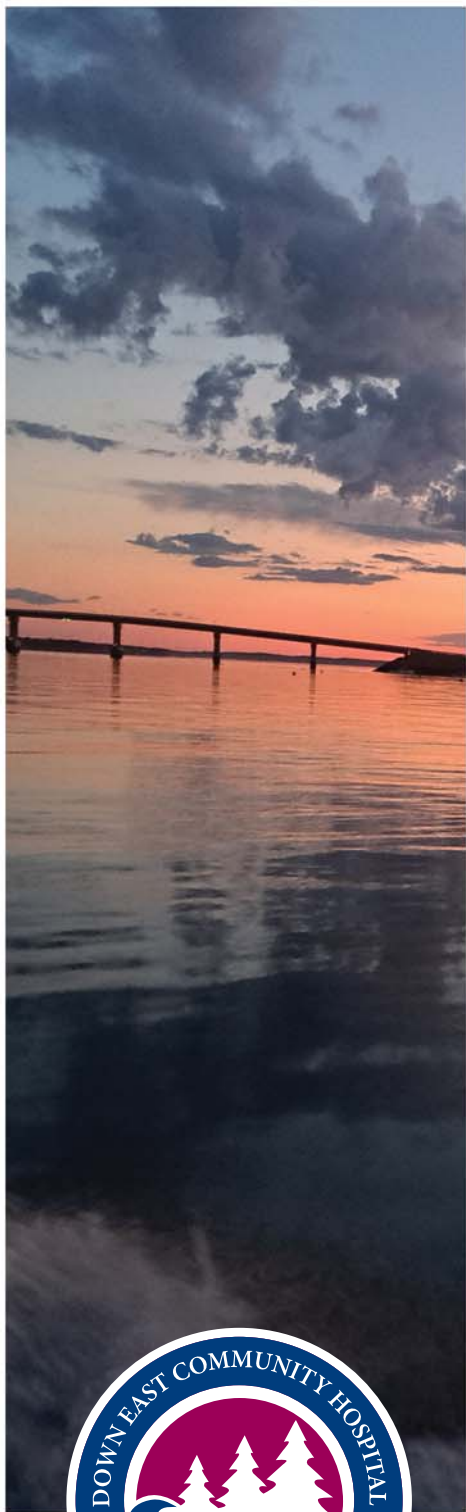


A Year of Reflection, Determination, Resilience

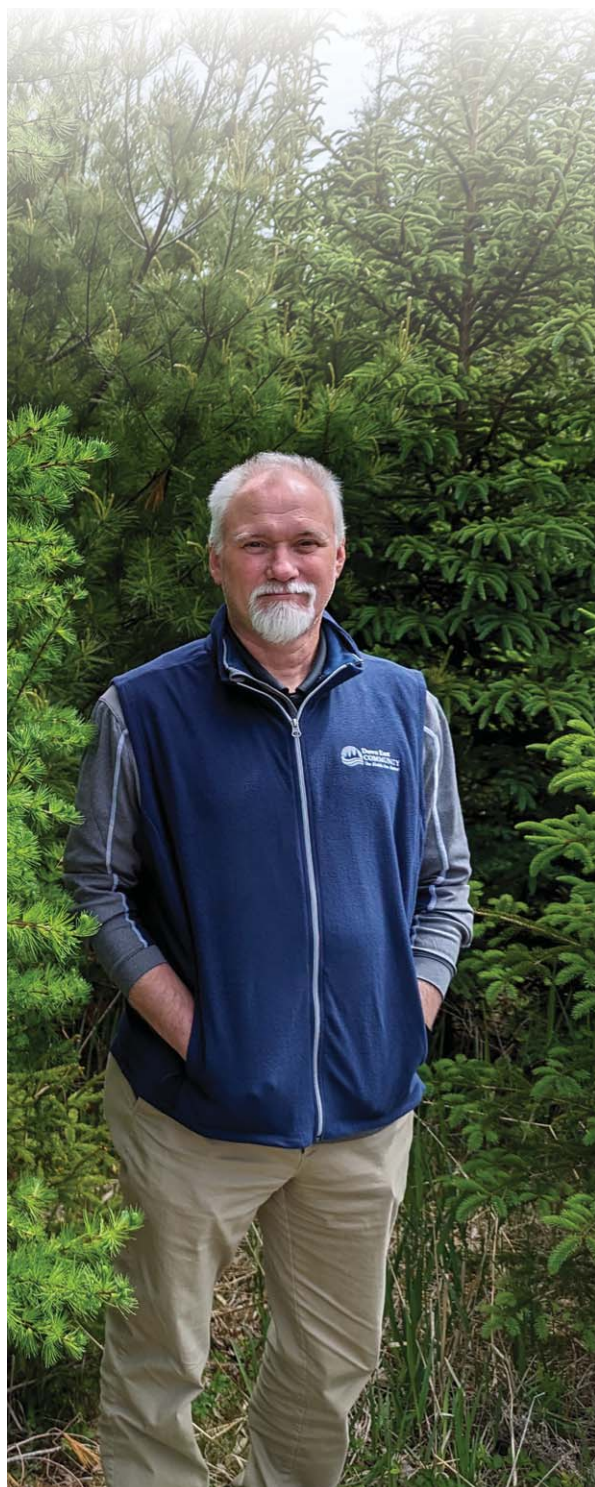


2023



ANNUAL REPORT

A Message from the CEO



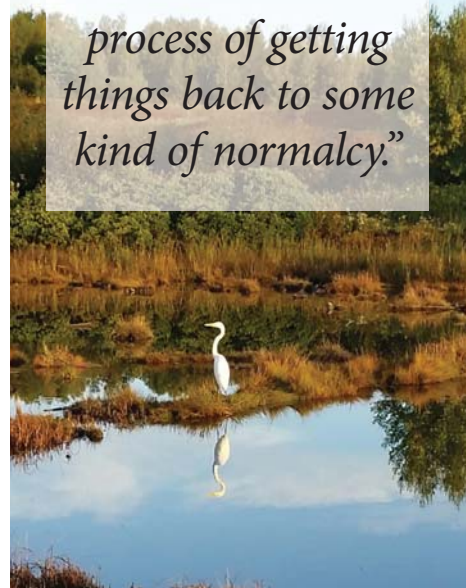
This past year was a time for us to reflect on what had been accomplished since the pandemic and to start the process of getting things back to some kind of normalcy. We were able to start having in-person meetings again and it was nice to have our holiday meals and awards ceremonies in person. Everyone enjoys these events and it's great to have everyone together to sit down with one another and start to create a sense of togetherness again inside the hospitals. These are difficult times all over the world and as an organization we need to focus on what we have that can bring us together instead of the things that divide us. Our dedication to caring for our friends, neighbors, and loved ones is one thing that can always unite us and making this hospital the best it can be is another thing that can always bring us together. Obviously, there will be challenges ahead and not everyone will always agree on what is best for the organization or how we can best serve the communities of Washington County, but we should all be striving for the same thing-the future success and sustainability of the two hospitals that make up our small system. Both hospitals had a successful recruiting year, and we are happy to have added the following providers:

- Dr. Jennifer Quinn, MD, MPH- Down East Health Center
- Dr. Bradley Weitz, MD- DECH Pediatrics
- Donna Waterman, CNM- DECH Women's Health Center
- Dr. Thomas Crosslin, MD-CCH General Surgery
- Dr. Jacqueline Russell, DO-CCH Primary Care

We also continued to upgrade and expand services with digital mammography now available in Calais, the purchase of a building in Baileyville to create a future family practice site, replacing the front doors at DECH and upgrading significant portions of our HVAC system at DECH.

We look forward to facing the challenges of 2024 and to the years beyond and will keep striving in our goals to add new services for the community and remaining as independent as the people we serve in Washington County.

"This past year was a time for us to reflect on what had been accomplished since the pandemic and to start the process of getting things back to some kind of normalcy."



Sincerely,

Steve Lail, CEO

DECH Highlights

In 2023, as we embarked on a new strategic planning cycle, we spent time reflecting on our past and looking toward the future. As we reviewed our previous strategic plan, 2020-2023, we were pleased that we were able to achieve much of what we had planned. Over the past three years we:

Acquired Calais Regional Hospital and created Calais Community Hospital.

We have made strides in the integration of the two Hospitals and have reestablished some services that are vital to the community.

Opened a New Clinic in East Machias – Our new clinic site was remodeled and opened. We are continually committed

to expanding services at this location.

Expand Specialty Services – The addition of a new Urologist has established new urological services in the community.

Cerner Implementation – This was a large project that was implemented in 2022, with the majority of 2023 spent on improving performance of the program. The new EMR allows the hospital to have one unified record amongst all sites including the provider practices.

Also during the year we developed a 2024 – 2026 strategic plan for our two hospitals. Our goals for that plan are:

Goal 1 – Organization Expansion:

Expand financially viable services to increase volume and provide additional local services to the community.

Goal 2 – Leadership Development:

Provide management with education and training programs to help leaders enhance their skills to manage and complete projects, think independently, and manage staff effectively.

Goal 3 – Organizational Engagement:

Engage staff to foster cultural improvement, improve accountability, and enhance the patient experience.

2023 Payroll/Benefits

Employees on payroll: 302
Payroll exp: \$ 24,081,642
Benefits: \$7,130,277

Payer Mix

Medicare	26%
Medicare Advantage	22%
Medicaid	19%
Tricare/VA	7%
Commercial	24%
Uninsured	2%

Volume Statistics

	2022	2023
Admissions	794	626
Deliveries	145	110
Inpatient Surgeries	127	99
Outpatient Surgery	2,224	2144
Lab Tests	109,102	93187
Imaging	19,643	18582
Rehabilitation Visits	9,142	16970
Cardiopulmonary	5,620	3537
Clinics	41,235	45,721

CCH Highlights



During 2023, we invested over \$1million dollars of resources at CCH with the most resources being directed into the Radiology Department.

Under the leadership of Billie Jo Hamm, Mammography Supervisor, and Kristy Surles, Imaging Manager, we purchased and installed a new, state-of-the-art Senographe Pristina 3D mammography machine. The 3D system captures high-quality images while automatically reducing radiation exposure to the minimum necessary. It takes clearer images that make it easier to catch breast cancer early. We hope that this new system will encourage women to be more compliant with screening guidelines, and not skip their mammograms. In addition to our investment in mammography we also purchased an Ultrasound machine and Bone Density machine for the department.

We also invested in various other departments including:

- A new medication management system within the clinical setting.
- We upgraded the ED Nurse station, Holding Room and installed improved air handling in the Emergency Department.
- A new Pulmonary Function Test machine was purchased for Cardiopulmonary.

2023 Payroll/Benefits

Employees on payroll: 143
Payroll exp: \$ 10,642,566
Benefits: \$1,970,129

Payer Mix

Medicare	29%
Medicaid	22%
Commercial	48%
Uninsured	1%

Volume Statistics

	2022	2023
Admissions	216	295
Deliveries	n/a	n/a
Inpatient Surgeries	26	9
Outpatient Surgery	603	531
Lab Tests	68,779	70,507
Imaging	11,394	13,383
Rehabilitation Visits	5,276	6,680
Cardiopulmonary	2,384	4,156
Clinics	14,117	13,076

DECH Financial Statements

Consolidated Statements of Operations Fiscal Year 2023

Funds Received as Revenue, gains and other support

Amounts charged to patients	121,564,925
Less portion for payments made by Medicare, Mainecare, and other commercial payers paid at amounts less than charged	(58,329,023)
Less portion of amounts charged not received due to lack of patient ability to pay	(2,967,433)
Less portion of amounts charged that DECH provided to patients as Free Care	(237,644)
Payments received from services provided to patients	60,030,825
Non patient revenue: 340b, Meaningful Use, Maine Families Grant, Provider Relief Fund, and other revenue	1,790,642
	559,782
Total Funds Received	62,381,249

Funds Expended

Salaries and benefits	31,211,919
Purchased services, temporary personnel, professional fees, and supplies	24,023,284
Depreciation, interest and other	8,351,422

Total Funds Expended	63,586,625
-----------------------------	-------------------

Excess Funds Received Over Funds Expended (Operating gain)	(1,205,376)
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Non Operating Income (expenses)

Includes investment income and other net asset adjustments such as unrealized gains of investments, PRF funds used for capital & unfunded pension liability	441,960
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Increase in net assets without donor restrictions Total Gain (Loss)

(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)	(763,416)
--	------------------

**Funds Received as Revenue, gains and other support**

Amounts charged to patients	46,194,508
Less portion for payments made by Medicare, Mainecare, and other commercial payers paid at amounts less than charged	(19,284,041)
Less portion of amounts charged not received due to lack of patient ability to pay	(1,351,168)
Less portion of amounts charged that DECH provided to patients as Free Care	(52,728)
Payments received from services provided to patients	25,506,571
Non patient revenue: 340b, Meaningful Use, Maine Families Grant, Provider Relief Fund, and other revenue	1,358,496
	508,193
Total Funds Received	27,373,260


**Funds Expended**

Salaries and benefits	12,612,695
Purchased services, temporary personnel, professional fees, and supplies	10,586,962
Depreciation, interest and other	3,943,454
Total Funds Expended	27,143,111



Excess Funds Received Over Funds Expended Operating gain (Operating Loss) 230,149

Non Operating Income (expenses)

 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 37,725

Increase in net assets without donor restrictions (Total gain) 267,874

Community Benefits

CCH TOTAL
Total \$779,887

Medical Services
\$730,607

Medical Education
\$36,273

Subsidized Programs
\$13,007



DECH TOTAL
Total \$1,839,347



Medical Services
\$1,703,623


Medical Education
\$116,717

Subsidized Programs
\$19,007

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 2023, 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



Subsidized Programs:

Downeast Youth Soccer
Machias Area Little League
Turkey A Thon
Rise Above Volleyball
Elm Street PeeWee Tourney
MBACC Annual Fundraiser
Anah Shriner Screening Clinic
Beth C. Wright Walk
Down East Hospice Race
Wesley Run
Cancer Crush for Sarah's House
New England Donor Services
Post 8 Downeast Captains Baseball
Sarah's House
Washington County Shriner
Golf Tourney
Moosabec 4th of July
Milbridge Days 5k
Blueberry Festival
MBACC Summer Movies
Moosabec Golf Tournament
Bad Little Trail Run
Sports Physicals
Breast Cancer Awareness
Pediatric Flu Clinic
Youth Speaker
RMG Paws Fundraiser
Parade of Lights
Wesley Festival of Trees
First Aid Kits for Sports Teams
H.S. Concession Sponsor
Woodland 8th Grade Raffle
Pink Zone Game
Woodland High Project Grad Sponsor
Blue Devil Divots & Dunks
International Festival
Chair Affair Auction
Eastport Salmon & Seafood Festival
Skate 4 Life
Veteran's Day Assembly Health Snacks
Princeton Playground Committee
Calais Lions Club
AMHC
Silent Santa Eastport
Calais High Fitness Club

Medical Services:

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

Recognized for Quality



CCH Quality Summary

At Calais Community Hospital, our mission is to improve the health of the people in the Sunrise County. To fulfill our obligation of quality and safe care to all citizens in our service area, the Quality Department collaborates with multiple stakeholders to continuously monitor and improve the hospital's performance and its patients' health outcomes. Following our annual Periodic Review and Evaluation of Services, we have identified several areas of opportunity including implementing best practices related to sepsis care and health equity, improving participation in and results of patient satisfaction surveys, and boosting case review volume within the Peer Review Program. Fortunately, we have action plans already in process to address some of these areas. For example, the Antibiotic Stewardship/Sepsis Team has been re-established and has taken steps to achieve compliance with the CDC's Core Elements for Antibiotic Stewardship programs. Despite previous challenges and new hurdles, we have seen growth and improvement in many areas. Highlights from the past year include an active Policy Advisory Committee and organization-wide education on quality and safety topics through monthly Quality newsletters. We look forward to maintaining the great work seen this past year as we continue to streamline processes and share resources with Down East Community Hospital. As always, we greatly appreciate community and staff dedication as we work to provide high quality care while maintaining patient safety and satisfaction.

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 healthcare. Q-HIP is a collaborative effort where staff are working towards improving patient safety and quality of care. Some of the initiatives include improvement with health equity, care coordination, sepsis care and antimicrobial stewardship. We are committed to sustaining, measuring, and improving our ability to provide appropriate, high-quality, safe patient care. At both locations, improvement opportunities were implemented, and performance payments were received.

High OAS CAHPS & 2024 Women's Choice Award

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 both medically and non-medically necessary 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, communications with the facility staff, discharge from the facility, and preparation for recovering at home. It also includes questions about whether patients received information about what to do if they had side-effects during their recovery.

Down East Community Hospital was above benchmark in most categories and received an overall score of 83.9 in 2023. Due to this great work, Down East Community Hospital received the 2024 Women's Choice Award as one of America's Best Hospitals for Outpatient Experience.



CCH Medical Staff

Active, Courtesy & Professional Service Medical Staff

Anesthesiology

Marisela Morillo, CRNA

Emergency Medicine

David Adinaro, MD
Adrian Amin, DO
Tamara Boots, DO
Cressey Brazier, MD
Kolapo DaSilva, MD
Robert Davidson, MD
Anne Marie DeLonaiss-Turner, MD
Jeffrey Goorland, MD
Michael Heniser, DO
John Hooge, MD
Raymond Howard, MD
Harry Irving, III, DO
Mary Samantha Jones, MD
Jeremiah Judkins, MD
David Kearing, MD
Shamano Minhas, MD
Thomas Oliver, MD
Scott Pelletier, MD
Carl Ramsay, MD
Challa Reddy, MD
Joshua Reynolds, MD
Michelle Sachet, MD
Rodney Sparks, MD

Family Medicine

Laurie Churchill, MD
James Eshleman, DO

Elizabeth Incannella, FNP
Shannon Munro, FNP
Jacqueline Russell, DO

Hospitalist

Sarah Buydos, APRN
Cody Davis, DO
Halie Harris, PA-C
David Moore, DO

General Surgery

Thomas Crosslin, III, MD
Amy Tan, MD

Orthopedic Surgery

Michael Bodkin, RNFA
John Gluscic, MD
Elaine Mau, MD

Pain Management

Jonathan Herland, MD
Alisa Vroman, APRN

Pathology

Marek Skacel, MD

Podiatry

Nima Moghaddas, DPM
Adam Simmons, DPM

Radiology

Stephen Madigan, MD
Shahid Nasir, MD



List Of Service Chiefs (as of December 31, 2023)

Vacant – Emergency Medicine Service

President

James Eshleman, DO

Interim Vice President

Cody Davis, DO

Secretary/Treasurer

Nima Moghaddas, DPM

New Medical Staff Members in 2023

David Adinaro, MD
Sarah Buydos, APRN
Thomas Crosslin, III, MD
Kolapo DaSilva, MD
Robert Davidson, MD
Jeffrey Goorland, MD
Halie Harris, PA-C
John Hooge, MD
Mary Samantha Jones, MD

Jeremiah Judkins, MD
David Moore, DO
Marisela Morillo, CRNA
Thomas Oliver, MD
Scott Pelletier, MD
Jacqueline Russell, DO
Michelle Sachet, MD
Alisa Vroman, APRN

DECH Medical Staff

Active, Courtesy & Professional Service Medical Staff

Anesthesiology

Rita Ten, MD
Shawn Sparrow, CRNA

Emergency Medicine

David Adinaro, MD
Adrian Amin, DO
Tamara Boots, DO
Colin Coor, MD
Robert Davidson, MD
Anne Marie DeLonais-Turner, MD
John Hooge, MD
Raymond Howard, MD
Harry Irving, DO
Jeffrey Goorland, MD
Mary Samantha Jones, MD
Jeremiah Judkins, MD
Brett Kodish, MD
Shamano Minhas, MD
Shane Naidoo, MD
Carl Ramsay, MD
Joshua Reynolds, MD
Michelle Sachet, MD
Rodney Sparks, MD
Daniel Stanhiser, MD

Family Medicine

Robert Abrams, MD
Julia Arnold, MD
Kristen Barbee, DO
Belinda Barron, FNP
John Gaddis, DO
Albert Hartman, Jr., MD
Raymond Howard, MD
Sandra Manship, FNP
Christine Moulton, FNP
Drew Ramsay, DO
David Rioux, DO
Jennifer Quinn, MD
Curtis Russet, FNP

Hospitalist

Christopher Abbott, DO
Kerry Crowley, MD
Howard Grayson, MD
David Moore, DO
Thomas Ryan, DO

Obstetrics/Gynecology

Christian Inegbenijie, MD
Donna Waterman, CNM

Ophthalmology

Lawrence Piazza, MD

Orthopedic Medicine

Michael Bodkin, RNFA
Thomas Crowe, MD
Elaine Mau, MD

Otolaryngology (ENT)

Jordan Breau, PA-C
Stephen Salzer, MD

Pain Management

Rita Ten, MD

Pathology Consultant

Marek Skacel, MD

Pediatrics

Joann Kaplan, MD
Bradley Weitz, MD

Podiatry

Nima Moghaddas, DPM
Adam Simmons, DPM

Radiology

Stephen Madigan, MD
Shahid Nasir, MD

Surgery, Colorectal

Aziz Massaad, MD
Abigail Askren, PA-C

Surgery, General

Aziz Massaad, MD
Abigail Askren, PA-C

Urology

Mark Hirschhorn, MD

President

Christian Inegbenijie, MD

Vice President

Stephen Madigan, MD

Secretary/Treasurer

Raymond Howard, MD

List Of Service Chiefs (as of December 31, 2023)

Raymond Howard, MD	Emergency Medicine Service
Joann Kaplan, 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 2023

David Adinaro, MD
Michael Bodkin, RNFA
Jordan Breau, PA-C
Robert Davidson, MD
Jeffrey Goorland, MD
John Hooge, MD
Mary Samantha Jones, MD

Jeremiah Judkins, MD
David Moore, DO
Jennifer Quinn, MD
Michelle Sachet, MD
Donna Waterman, CNM
Bradley Weitz, MD



DECH Patient Story

Dr. Mau was my orthopedic surgeon when I injured my elbow and shoulder. On the day of the injury, Dr. Mau was concerned, made me a priority and I was seen that day. She was attentive, paying close attention to every detail of the injury and what the steps of the progression would be given the extent of what would need to be done. She gave me choices, was patient with my questions and thorough with her explanations. It was decided that my entire elbow needed to be replaced. I felt assured that we explored all options.

I was well informed going into my surgery. Prior to the surgery, Dr. Mau was in close communication with me via phone calls and text messages to make sure my pain was controlled. After surgery, she stayed at the hospital until late at night, making sure the block placement for pain management was going to work and she gave detailed instructions on what to do if it did not. She called the morning after the surgery for a reassessment of my pain levels and range of motion. Afterwards, I had weekly appointments with Dr. Mau for the adjustment of the brace after removing the splint. Though we are saddened the extent of this injury has not been resolved, as I anticipate shoulder surgery, Dr. Mau has maintained communication of anticipated plans as I enter the next stage of managing the injury and recovery.

My experience with Dr. Mau, the office staff and DECH was very positive. I hope I never have to see an orthopedic surgeon again...but if I do...I hope it is Dr. Mau.

“

Dr. Mau “...gave me choices, was patient with my questions and thorough with her explanations.”

”



Rural Health Community Star Awards



Down East Community Hospital CEO, Steve Lail, and COO/CFO, Lynnette Parr were presented Rural Health Community Star Awards at the National Rural Health Day celebration held at the State House on November 16, 2023. They were recognized for their work to preserve health care access in Maine by embarking on the bold local solution of purchasing the Calais hospital when it faced closure to ensure services would be accessible in the eastern most area of the county.

Our organization decided to take on and embrace this endeavor because we strongly believe that having a thriving, financially stable hospital in Calais is crucial if the health care needs of all those in Washington County are to be met. We did not make this decision lightly. There were many months of planning and vetting. We moved ahead because it became clear we should, not only because we are confident in the abilities of our team, but also because we could not sit idly by and do nothing.

We made this pledge to the community, “We Will Live Our Mission to improve the health of the people in the Sunrise County by being as passionate, determined and resilient as those we service by balancing exceptional services, financial integrity, current technology, staff satisfaction and collaborative community involvement.”

CFO Lynnette Parr, “The creation and turnaround of Calais Community Hospital has been the most challenging and rewarding of my career. Seeing the impact of our work is inspiring. We have connected the two hospitals as a whole new family of staff that have embraced our new system and put in the work for us to be successful. Our shared resources have provided a significant positive impact for both hospitals and has allowed us to create a shared vision for the future.

We have implemented measures to enhance revenues and reduce costs while maintaining needed healthcare services. Our efforts have brought the hospital back to profitability and we continue to focus on the growth of our combined system to help address the challenges of maintaining services in a remote area.”

CEO, Steve Lail, “Over the past two years we have made significant improvements to care at Calais Community by expanding services and adding specialty care such as orthopedics and general surgery. We have seen positive changes in the finances of the hospital and our support among our staff and the Calais community is very strong and continues to grow. We are moving forward with a new family practice clinic in Baileyville, and our long-term goal is to continue to grow the services we provide at Calais Community Hospital and along with Down East Community Hospital in Machias we hope to remain independent and serve the best needs of the people of Washington County.





Jackie O'Clair, Board Chair

A Message from your Board of Trustees

This year has truly been an exciting year for growth within our two hospitals. The synergy of one organization serving the community with two facilities is now a reality. The impact of staffing losses due to Covid related requirements has eased, but costs for temporary staffing still cuts heavily into our bottom line. We continue to invest in our community's healthcare and with the addition of our new Baileyville facility, we will be expanding our primary care services into the Baileyville / St. Croix area.

As you saw in the CEO's message, our hospitals continue to expand services and invest in our facilities. A new Strategic Plan has been developed with the Assistance of the Katahdin Group. This effort combined input from staff, senior management and the board of trustees that set our direction for our organization over the next three years. We also continue to expand our Information Technology. Our informatics group is creating new collaborations between

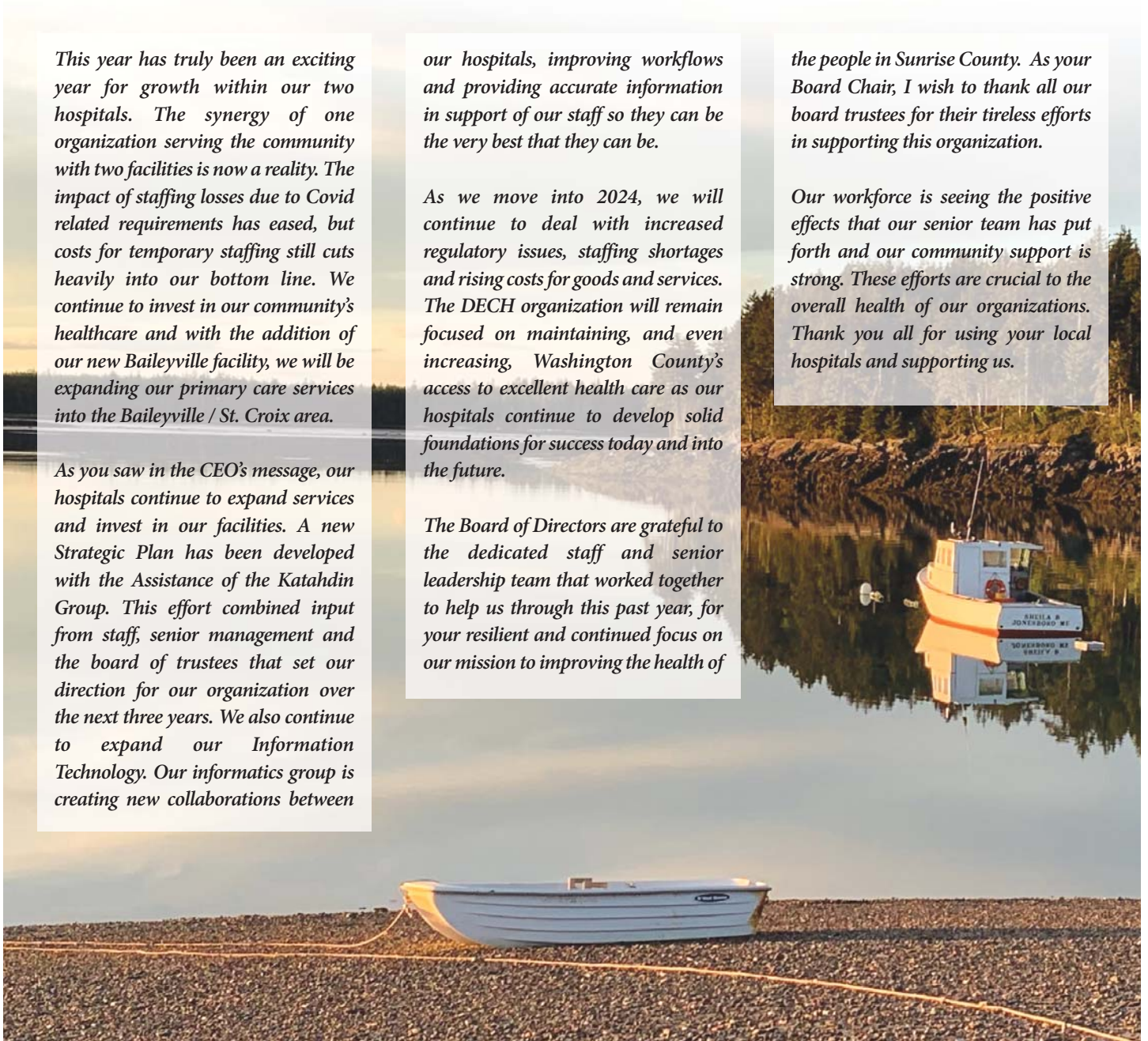
our hospitals, improving workflows and providing accurate information in support of our staff so they can be the very best that they can be.

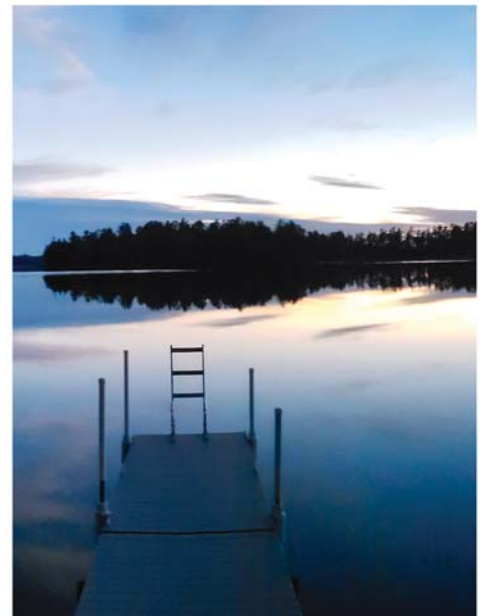
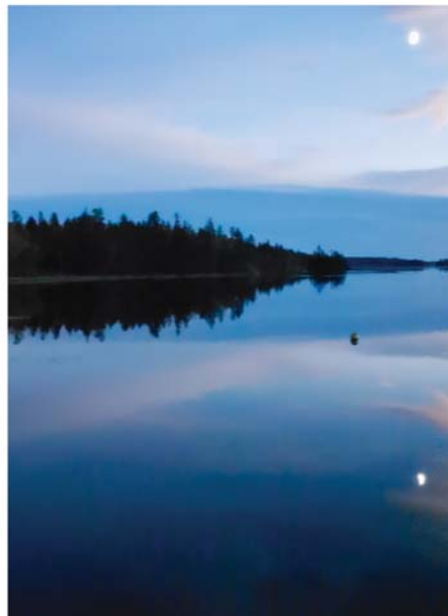
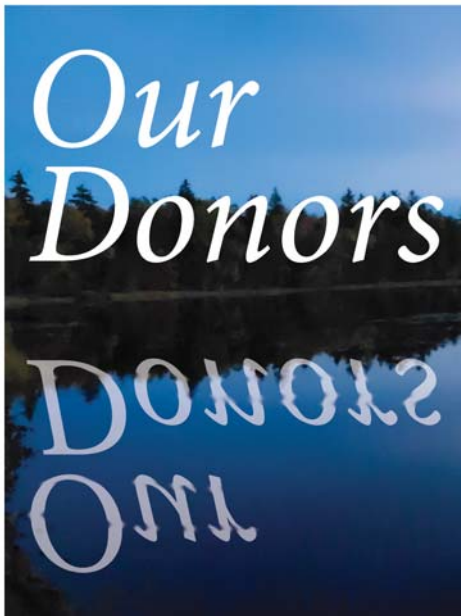
As we move into 2024, we will continue to deal with increased regulatory issues, staffing shortages and rising costs for goods and services. The DECH organization will remain focused on maintaining, and even increasing, Washington County's access to excellent health care as our hospitals continue to develop solid foundations for success today and into the future.

The Board of Directors are grateful to the dedicated staff and senior leadership team that worked together to help us through this past year, for your resilient and continued focus on our mission to improving the health of

the people in Sunrise County. As your Board Chair, I wish to thank all our board trustees for their tireless efforts in supporting this organization.

Our workforce is seeing the positive effects that our senior team has put forth and our community support is strong. These efforts are crucial to the overall health of our organizations. Thank you all for using your local hospitals and supporting us.





We thank our many donors for their partnership in helping us find ways to better serve patients and to build a healthier community. On behalf of all the patients and families who benefit from your thoughtful donations, please accept our heartfelt thanks. Our commitment to improve the health care of the people of Washington County is possible only with the unparalleled support of the communities we serve.

Gratitude for Giving! Our hearts are filled with gratitude for the gifts of our generous donors during 2023.

DOWN EAST COMMUNITY HOSPITAL

Businesses

Amazon Smile
Cherryfield Foods
DECH Auxiliary
Hannafords
Kozak & Gayer, PA
Look Lobster Co.
Machias Savings Bank
Maine Medical Center
Maine Veterans' Home
McFaddens Variety
Paper Talks
Physician Services, Inc.
Sunrise Eyecare
The Varney Agency
United Methodist Women
WALZ - Machias Valley Broadcasting

DEC Donors

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Richard Bailey
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Maurice & Bonnie Day
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Douglas Dodge
Kimberly Dube
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Donald & Kelli Emery
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Paul Gaddis
Steve & Judy Gay
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Judy Hanscom
Dolores Hanson
Edward and Bridget Harbison
Scott & Veronica Harriman
Shawn & Denise Harris
Jane Hinson
Evelyn Hittson
Dr. Thomas Holzen
Velma Hoyt
Annalisa D. Jeyte

William Jordan
Kenneth & Mary Kane
Matthew Kelly
Sonja Kinney
Grace Klausky
Janie Kroeger
Steve Lail
Thornton & Kathryn Land
Richard & Elsie Larson
Robert and Susie Lee
Verlan & Amy Lenfestey
Harriet Lightner
Bernice Look
Dr. Stephen Madigan
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Valerie Peasley
Scott Peasley
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Martha Pinion
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Stephen and Helen Rankin
Tim Reynolds
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Dr. and Mrs. David Rioux
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Dana Russell
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Larry Smith, Sr.
John & Carole Ann Sprague
Robert & Lois Stenger
Joan Stephens
Adrien Stevens-Roberts
Lynne Bodman Storms
Elliott & Joyce Tarbell
Karen Theriault
Candace Totman
Blair & Susan West
Mary White
Gary and Betsy Willey
Maryann Wilson
Stephanie Wolverton
Gerald and Judy Wood
Barry & Jolene Wood
Sharon Yates
Stephen Young
Diane Zavotsky

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

Velton "Woody" Alley, Sr.
Clarence Anderson
Alice Anderson
Richard & Marilyn Bagley
C. Alton Bagley
Harry D. Ball
Barbara Beatty
Arthur Beatty
Beatrice Bodman
Gloria Bodman
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David Pike

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.*

Values


*Respect
Communication
Ownership
Empowerment
Excellence
Resilience
Integrity
Compassion*

Vision

*Every patient experience
will be exceptional!*



*A
Year
of
Thanks*

These donations were received between
January 1, 2023 and December 31, 2023.
We have made every effort to ensure the
accuracy of this list of donors. If we have
inadvertently omitted, misspelled or
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sincere apologies. 

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