Looking back over the first year as your CEO at Down East Community Hospital, I consider all of the good work that's been done by so many committed and skilled people who have dedicated their selves to our mission to serve the health care needs of our community. We have accomplished quite a bit in the past twelve months; being proud of the work that we've done but understanding that we have much more to give. As rural health care continues to face the challenges of the evolving health care landscape, we continue our work developing an infrastructure and strategies that will position us to not only exist well into the future, but to exceed and to be recognized as the best rural health care provider in the region.

Some of our accomplishments over the past year include:

- Development and execution of a forward thinking Strategic Plan focused on measurable achievement of goals and built around our organizational pillars; Quality, Growth, Community, Service, People, and Finance
- Emergency room expansion project ‘kick-off’ including project development, funding, architectural development, and capital campaign project
- Negotiated contract with Blue Water Emergency Physicians for emergency department physician staffing and leadership
- Significant improvement in financial performance over prior years with passing of a balanced budget for FY2016
- Continued utilization and development of tele-med program with expansion of services
- Improvement in quality and patient satisfaction scores (Q1 2015-Q4 2015)
  - Care Transitions [42.9 to 71.1]
  - Overall Rating [46.3 to 77.5]
  - Would recommend [68.5 to 78.0]
  - Hospital Environment [63.9 to 73.2]
- Implementation of Studer LEM (Leader Evaluation Model) and implementation of our Leader Development Institute (LDI) program
- Restructure and development of our Physician Peer Review program
- Addition of family practice providers in both our Milbridge practice and at our Machias location to improve access to care
- Enhanced leadership and management support in our family practice clinics
- Board of Trustee leader development (policies, education, board portal development)
- Partnership with Maine HealthinfoNet (MHIN) to better understand the population health dynamics in our region which will lead us to better focus strategies to improve health and wellness in our communities
- Continued discussion with EMHS about collaborative opportunities
- Sunrise Care Facility earned a ‘Five Star’ rating
- Successful implementation of ICD-10
- Recognized by iVantage Health Analytics and the National Organization of State Office of Rural Health for overall excellence in Quality, reflecting top Quartile performance among all acute care hospitals in the nation

We continue to see remarkable support from our community which gives me confidence that we are on the right track. I look forward to accomplishing the work we have slated for 2016. Thank you for this opportunity to serve.

Sincerely,

Dennis Welsh, CEO
Highlights

- Upgraded Information Technology with computer hardware for practice integration, electronic records for Rehabilitation, and an upgrade on network and wireless infrastructure.

- Upgraded equipment in patient care areas such as coagulation analyzer, vein illuminators, EKG equipment, VMAX Encore 22 pulmonary function test system, Fetal Monitor, electrosurgery unit, surgical lights, anesthesia infusion device and an AMSCO 400 steam sterilizer.

- Received Harvard Pilgrim Health Care’s Hospital Honor Roll that recognizes those adult, acute care hospitals whose performance was among the top 25% of those measured nationally on a set of composite quality and patient experience measures, as reported by Centers for Medicare and Medicaid Services (CMS) on Hospital Compare and Leapfrog patient safety measures.

Leadership:

President & CEO: Dennis Welsh
Board Chair: David Whitney
Employees on payroll: 325

Type of Patients

Medicare 44%
MaineCare 17%
Blue Cross 11%
Commercial 23%
Self Pay 5%

Volume Statistics

950 Admissions – Of that total:
138 Babies
157 Surgical Services
68,449 Lab Tests
16,223 Imaging Tests
1,949 Outpatient Surgeries
7,814 Rehabilitation
8,995 ED Visits
31,996 Physician Visits
8,888 Cardiopulmonary Tests
## Consolidated Statements

### Consolidated Statements of Operations Years Ended December 31, 2015 and 2014

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Unrestricted revenues, gains, and other support</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net patient service revenue</td>
<td>$37,024,008</td>
<td>$35,064,319</td>
</tr>
<tr>
<td>Investment income</td>
<td>99,031</td>
<td>186,846</td>
</tr>
<tr>
<td>Other revenue</td>
<td>1,183,355</td>
<td>806,714</td>
</tr>
<tr>
<td>Electronic health record incentives</td>
<td>400,900</td>
<td>82,329</td>
</tr>
<tr>
<td>Net assets released from restriction</td>
<td>--</td>
<td>1,857</td>
</tr>
<tr>
<td><strong>Total revenues, gains and other support</strong></td>
<td>38,707,274</td>
<td>36,142,065</td>
</tr>
</tbody>
</table>

### Expenses

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>19,074,340</td>
<td>18,456,562</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>4,338,328</td>
<td>3,972,929</td>
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<tr>
<td>Purchased services</td>
<td>2,078,247</td>
<td>2,092,291</td>
</tr>
<tr>
<td>Temporary personnel</td>
<td>881,341</td>
<td>1,035,175</td>
</tr>
<tr>
<td>Professional fees</td>
<td>2,342,103</td>
<td>2,127,634</td>
</tr>
<tr>
<td>Supplies</td>
<td>3,848,460</td>
<td>3,553,741</td>
</tr>
<tr>
<td>Other</td>
<td>4,559,460</td>
<td>4,692,500</td>
</tr>
<tr>
<td>Depreciation and amortization</td>
<td>1,550,697</td>
<td>1,632,834</td>
</tr>
<tr>
<td>Interest</td>
<td>135,303</td>
<td>157,626</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>38,808,279</td>
<td>37,721,292</td>
</tr>
</tbody>
</table>

(Deficiency) excess of revenues, gains, and other support over expenses  
(101,005)  
(1,579,227)

Change in net unrealized gains and losses on investments  
(159,970)  
133,508

Unfunded pension liability adjustment  
604,059  
(1,938,414)

(Decrease) increase in unrestricted net assets  
$343,084  
$(3,384,133)
Community Benefit

Our Mission Statement

At Down East Community 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.

An integral part of the mission of Down East Community is to improve the health of the people in the 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 continues to take steps to improve the health of its communities. In 2015 DECH focused its community health efforts based on the findings of the 2014 CHNA performed by Eastern Maine Health Systems by collaborating with area FQHC’s and State Agencies, by holding health fairs, flu shot clinics, awareness events, and by developing and implementing new follow-up practices with primary care providers and care coordinators. High risk areas in Washington County are:

Chronic Conditions
- Heart Disease
- Cancer
- Diabetes
- Mental Health

Health Behaviors
- Smoking
- Obesity
- Physical Inactivity
- Access to Exercise
- Food Environment Index
- Sexual Activity
- Alcohol Abuse

Access to Care/Quality of Effectiveness
- High Rate Uninsured
- Primary Care Physicians
- Dental
- Mental Health
- High Hospital Admissions
- High ED Visits

Subsidized Programs:
- Wesley Fun Run
- Downeast Youth Soccer League
- Pleasant Point Health Fair
- Next Step Domestic Violence Race
- Machias Wild Blueberry Festival
- Cancer, There is Hope in Washington County
- Crusin for St. Judes
- Spine Health Education
- Turkey A Thon
- Outdoor Movie Project
- NYU Dental Clinic
- Free Mammograms
- Free Medical Care
- Health Fairs and Flu Shot Clinics
- Community Health Needs
- Healthcare Professional Education
List Of Service Chiefs (as of December 31, 2015)

Rodney Sparks, MD | ED Services
Jane Sande, MD | Pediatric Services
Kara Dwight, MD | Obstetric Services
Thomas Crowe, MD | Surgical Services
Diane Zavotsky, MD | Medicine Services
Stephen Madigan, MD | Radiology Services

New Medical Staff Members in 2015

Curtis Russet, APRN-FNP | John Bohannon, MD
Sandra Manship, APRN-FNP | Paul Potvin, MD
Himani Chandra, MD | Lori Schleicher, MD
Teresa Maresh, APRN-CRNA | Nathan Donaldson, DO
Brian Griffin, MD | Albert Sledge, IV, MD

In 2015 the following practitioners joined the DECH Staff:
Sunrise welcomed a new Director of Nursing Services, Arlena Ryan, RN, in 2015. Arlena is no stranger to our facility and we were very fortunate to have her back as our director.

The year started off very challenging for our residents and staff. We not only had the flu go through the facility but we also had the Norovirus. Through it all our employees worked very hard on covering shifts and everyone from all departments worked together to assure the residents were cared for. When you go through periods like this it really shows the dedication of your employees.

Once again our Activity Director, Lisa Cirone, CDP, was recognized in appreciation for outstanding care giving. Lisa received the “Excellence in Long Term Care Award” given by the Maine Ombudsman Program. She received her award at a luncheon held at the Blaine House and hosted by the First Lady of Maine, Anne LePage.

Our "Dreams Do Come True" program for our residents continues on. We have a resident who is a huge fan of country music and wanted to attend a concert. The Director of Nursing took this resident to the "Confederate Railroad" concert at the Balsam Valley Amphitheater last summer. From the stories I heard, they both had a great time.

A "Dream" that the facility started working on last summer, and is continuing to, is a picnic shelter. Last year residents, employees, and families suggested that we put up some type of a shelter from the sun. When one of our residents passed away their family donated money to go towards building a picnic shelter. Since then other families have donated and, to date, we have raised $2,900.00 out of the estimated $5,000 needed to complete it. We are well on our way to having that dream come true. Thank you to all who have donated.

In closing, a special thank you to all our employees who go "Above & Beyond" daily to make our residents feel special and loved. Also a thank you to the families for entrusting the care of their loved ones to us. 
I never would have imagined at age 24 hearing the words; “We found a large mass/tumor in your chest that could possibly be cancerous”, but just 10 days after moving to Machias from across the country, I found myself getting an urgent CT scan at Down East Community Hospital, because of the alarming finding from my x-ray. My medical problems had been around for roughly a year prior to the finding of my tumor and I had been misdiagnosed several times before I was seen at DECH. Because of the excellent care that my primary doctor gave me and the urgent care by the doctors and staff at DECH, I was diagnosed with stage 2b Hodgkins Lymphoma. The moment that I had found out the alarming news, I felt a sense of relief wash over me because I had finally found doctor’s who listened attentively to my symptoms and worked with me to find the source of my huge discomfort. The support staff at DECH was also extremely helpful with my case and went the extra mile helping and offering their services. The same day of the findings, the radiologist went out of his way and took the time to show me and explain to me some of my films, which helped me to find clarity in moments of panic and distress. I felt like the whole hospital was behind me and ready to support me as I began to start the long process of cancer treatments. I was quickly transferred to Eastern Maine Medical Center and to the Lafayette Cancer Care Center in Brewer and Bangor. All my appointments were arranged through DECH and my primary care physician, which took a lot of stress off of me trying to worry about scheduling appointments and consultations. Although I was transferred quickly to another hospital, DECH reassured me that they were always available to take care of any problems and would support me while working with my whole team of doctors to provide me with the best care.

Because of the severity of my cancer, I underwent over 8 surgeries and months of chemotherapy and radiation treatments. My treatments didn’t start until late summer and continued right through the harsh downeast winter. During these times and because of the weather, I could not travel to Bangor or Brewer and was seen at the DECH emergency room, where I was almost always met with gracious support and quick care. Together the physicians at DECH would collaborate with my doctors in Brewer to help ease pain, discomfort and infection. These were some of my most trying times as a young adult and oftentimes I would come into the DECH ER physically and emotionally exhausted, in an immense amount of pain, and very scared. I quickly became friendly with many of the nurses, radiology techs and some of the doctors, who always were quick to reassure me and provided me with a great quality care.

On one specific occasion while still in active cancer treatment, I unfortunately caught the shingles virus very seriously. I had never before been in such an amount of pain and discomfort. Because of this, I went immediately to DECH despite the dismay of some of the doctors at EMMC. Because DECH is only miles away from my home, I was able to get to the hospital quickly and was given immediate care due to the severity of my problems and found myself well taken care of and nurtured by many good doctors and nurses. Not only does DECH coordinate well with other primary care physicians, but they also are very good and diligent about sending any hospital notes, labs and other records to the correct people and place.

Now, after three years since my original diagnosis, I am officially in remission and one year cancer free. I know that I would not have been able to have this huge medical accomplishment without the good doctors and staff at DECH. On many different occasions I was given excellent and well thought through care. When I had questions or concerns, I was able to address those with the administrative staff from the hospital. Many people might detour or shy away from small neighborhood hospitals, but that is one of the reasons that DECH functions so well. It is because of the small atmosphere and close knit community that DECH is able to offer quick, quality and lasting care. I will always be very grateful for the good experiences I have had at DECH and know that they will always be improving, working hard, and being right there whenever anyone might need them.
Fellow community member,

As you are well aware, the healthcare industry is facing daunting challenges now and in the future. This is especially true for rural hospitals. Despite these challenges, Down East Community Hospital can celebrate many successes for 2015.

While some small hospitals are losing millions, we came very close to break even. This relative success was several years in the making as your board and senior management endeavored in 2014 and early 2015 to increase revenues and decrease costs across the board. The collective effort was diligently planned and executed with precision. From swing beds, to pharmacy partnerships, to razor sharp cost containment, we should be proud of all who contributed.

The Quality Improvement Patient Safety Committee’s (QIPS) goal is quality patient care throughout the hospital. As the saying goes, if you cannot measure it...you cannot improve it. As a committee, QIPS focuses on the process of care one at a time. In addition, we believe strongly that we need to have everyone engaged if we are to reach our goals. One of our strategies was to focus on reducing falls across the hospital. It’s an honor to be part of the team and to report that the days without a fall reached was 54 days. This is a true example of focusing on the goal, setting ways to measure the goal, and having everyone fully engaged. Additionally, the Hospital Consumer Assessment of Healthcare Providers & Systems (HCAPS) scores have improved in many areas.

After several years of planning and design, your hospital will soon break ground on our expanded and upgraded Emergency Department. This expansion is necessary for our hospital to deliver the quality of care our patients expect and deserve. We can expect 2016 and 2017 to be exciting and challenging. Your new ER will be constructed while simultaneously delivering the quality care our patients expect and deserve.

Your board continues to delve into governance education. Our main focus is that of strategic planning for future success. The members which make up the board are diversified in their skill set and active in their participation. I am very satisfied with the fine work your board does to govern this hospital through very rough waters. You can rest assured that we are engaged in every way possible.

Your CEO, Dennis Welsh, his very capable senior team, and all of the medical and non-medical staff of Down East have worked very hard to deliver what the Community and Board has asked of them in 2015. Please take a moment and thank Dennis and his team. I am proud of what they do to lead this Hospital and I believe you should be proud of them as well.

On behalf of the entire board, thank you for putting your trust in us to govern Down East Community Hospital – your hospital.

Sincerely,

David M. Whitney
Chair, Board of Trustees
Our Donors

Gratitude for Giving!
Our hearts are filled with gratitude for the gifts of our generous donors during 2015.

$100,000 Gift from Local girl, Irene Hibbs, who passed at 103.

Hibbs graduated from Machias High, briefly studied nursing in Massachusetts and Bangor, and ultimately earned a teaching degree from Washington County Normal School, the forerunner of the University of Maine at Machias. Her first teaching position took her to Edmunds. Later Hibbs went to a rural school in the Kennebec District of Machias, Hibbs taught four years in the school, and during that time she came to know Roque Bluffs Beach very well. After teaching in Lubec, Hibbs moved to Winthrop and taught there, but returned to Machias frequently to visit her family and stay at the family owned cottage at Hadley Lake in East Machias.

In Portland, on July 19, 1947, Irene Estelle Crocker married Wesley Hibbs, a dental surgeon, but Wesley died three months later, and his death devastated his bride. She never remarried. Over the years, Hibbs traveled to Europe and to every American state except Hawaii. She moved back to Machias, became involved for a while with the Daughters of the American Revolution, and spent as much time as possible at the Hadley Lake cottage.

Businesses & Organizations

Bar Harbor Bank & Trust
Bluebird Motel, Inc.
Columbia Falls United Methodist Church
County Road Cuts
Davis Research, LLC
Debbie’s Hair Center
Evergreen Realty
Helen’s Restaurant, Inc.
Kozak & Gayer, PA
Machias Dental
Machias Savings Bank
Maine Veteran’s Home
Paper Talks
Pineo’s
True Value
Puffin Pines Country Gift Store
Sorrento Dental Associates
Whole Life Natural Market

Donors

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William & Linda Albee
Robert & Hazel Alley
Beverly Andrade
Dr. Carl & Ora Asetlon
Deborah Atwood
James & Joanne Ausprey
Calvert Barnett
Harry & Zona Beal
Stanley & Alverda Beal
Nancy Begley
Catherine Bell
Jane Bell
Peggy Berry
MG(RET) Peter & Gail Berry
Linda Beverly
John & Judy Bielecki
Gloria Bodman
Harriet Bope
Leonard Bowles
Jessica Bradley
Julia Brady
Dr. Leonid & Helen Brodsky
Vicki Brown
Geri Bryant
Richard Bullock
Richard & Mary Bury
Cindy Calder
Joan Carter
William & Gretchen Cherry
Lisa Cirone
William & Maura Cochran
Jack & Carol Corrigan
Cindy Cox
Karen Crabtree
Dr. Thomas & Nancy Crowe
Dr. Kerry & Deborah Crowley
Anne Cummings
Charles & Cunningham
Robert & Laurie Curtis
Susan Dorr
David Dowley
Down East Community Hospital
Auxiliary
Patricia Dumont
Sharon Dyke
Richard & Brenda Ellsmore
Nancy Emery
Estate of Irene Hibbs
Betty Farnsworth
Michael & Cathy Farren
David Ference
Betsy Fitzgerald
Virginia Foss
Carolyn Foster
Geneva Frost
Anne Fuller
Harlan & Dorothy Gardner
Cecile Gaudet
Martha Gay
Joyce Getchell
Abbie Getchell
Terrance & Susan Grant
Nick & Cora Greer
Gregory & Marcia Coffin
Larry & Madeline Grierson
Jennie Griffin
John Griffin
Richard Griffin
Marilyn Griffin
Gaudet Family
Samantha Gross
Karl & Marlene Hall
Alvin & Patricia Hall
Dolores Hanson
Thayes Harmon
Denise Harris
Beth Hatt
Edward Hawes
Jane Hinson
Evelyn Hittson
Jason & Julie Hixson
Edward Hodgdon
William & Judith Holmes
Dr. Jeffrey & Ann Holmes
Robert & Susan Hook
Joyce Hooper
Velma Hoyt
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Marilyn Hughes
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Mindy Kane
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Charles & Harriett Lightner
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Madeline Lookabaugh
Ellen Mallar
Barbara Maloy
Diane Mann
Norma Marin
Drs. Aziz Massaad & Rita Ten
Tom & Kim McClure
Leslie Mc Collum
Howard & Mary McFadden
Patrick McGlynn
Cynthia Mcgovern
Richard & Joan Meserve
Kenneth &Nancy Mirman
Dr. Dhanvant & Theresa Rathod
Stephen & Helen Rankin
Rick & Katharine Ramsdell
Richard & Judy Purington
Rick & Katharine Ramsdell
Mandy Ramsdell-Coffin
Stephen & Helen Rankin
Dr. Dhanvant & Theresa Rathod
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Edward & Anne White
David & Holly Whitney
Gary Willey
Gerald & Judy Wood
Brenda Wood
Jolene Wood
Wayne & Lucille Woodward
Ellen Woodward
Heather Wright
Rebecca Wright
Sharon Yates
Gordon Young
Dr. Diane Zavotsky
Diane Zierold
Light A Life gifts were given “In Memory of”:
Abby the Dog 2015
Nellie Aglgauer
Keith Albee
Phyllis Albee
Nancy Woodward Allen
Edna Alley
Elizabeth Alley
Herbert W. Alley
C.A. Anderson
Ashley Dawn Abhy
Lindell Larry Beal
Hillson Beal
Inez Beal
Ruth Beal
Roger L. Beale
Arthur & Barbara Beatty
Victor W. Berry
Joanne Bishop
Charles E. Bodman
Marylou Borneman
Julie Bosdorff
Mabel Bowles
Paul Bradbury
J.D. Brown
Margaret Brown
Tom Buckley
Jane Camick
Evelyn & Wesley Carroll
Andy Cirone
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Marian S. Coffin
Elanor Coggins
Elizabeth Coggins
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Ella Conley
Wayne Crabtree
Russell B. Crosman
Daphene Crowley
Tracey Mae Cunningham
Raymond Curtis
Rebecca Davis
Debra Polk Day
Susan Dillard
Evelyn Dorr
Lawrence Dorr
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Dana Fickett
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Bobby Gay
Joan Getchell
Raymond Getchell
Dr. Frank P. Gilley
Carole Gosselin
David Grant
Eugene Greenlaw
Richard Greenleaf
Dorothy Greer
Lanier Greer
Joan Griffin
Marilyn Joan Griffin
Brenda L. Gross
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Karl and Eva Hall
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Peter A. Hanson
Mr. and Mrs. Keller Harmon
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Carl Harmon, Sr.
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Carmine Huber
Goldie Hudlestone
Thelma Hunnewell
Ardith and Leonard Hublert
Billie Ingalls
Kenneth Ingalls
Evelyn Ingalls
Brenda Ingalls
Mary Ingalls
Aunt Kay Johnson
Don Jordan
Dot Jordan
Roger Kennedy
Kevin Wayne Kilton
Barbara B. King
Marie T. Kosko
Geraldine Landry
Gelia Lemieux
Dennis Lewia
Mr. and Mrs. Lightner
Charles Lookabaugh
Loved Ones
Marilyn M.
Noni MacBride
Robert G. MacBride, MD
Albert Mahar
Mary Mahar
Donnie Mallar
Tim Mallar
Thomas Maloy
Robert Mann
Brian Marine
Layla Massaad
Mario Maurlo
Laura Mauro
Leola McAfee
Nancy McGlyn
Joseph McGovern
Bob McLean
John McLean
Sheriden & Winnie McLean
John & Ida McLeod
Peggy Michie
Dr. and Mrs. Mickey
Peggy Milosh
Pete Moore
Danielle Mores
Dorothy Murdock
Douglas Murdock
George Murdock
Winston Murdock
Earl Myers
Elise Myers
Ruth Myers
Mr. and Mrs. Peter B. Nalle
Evelyn Noyes
Louise and Arthur Oliva
Our Beloved Mother
Our Parents
Kathlene Parker
William Parker, Jr.
State Trooper Jeffrey Parola
Past MVH Residents
Baby Pat
Gilbert Pettengrow
Irving Pettengrow
Ruth Phinney
Paul Platt
Walter N. Plaut, Jr.
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Donald M. Robertson, MD
Thomas & Betty Rohret
Lucy Russell
Rhrs Santiago
Jack Savage
Nicholas Savage
Sonja D. Sawyer
Sonja Schmidt
Anne Schoppee
Bud Schoppee
Thank you for your generosity.

These donations were received between January 1, 2015 and December 31, 2015. 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 Health Trust at (207) 255-0244 so that we may correct our records.