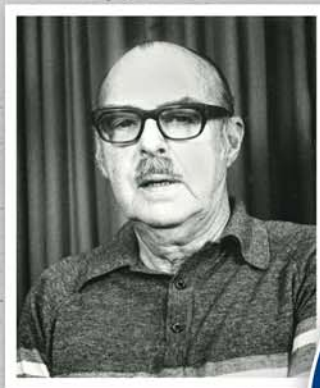
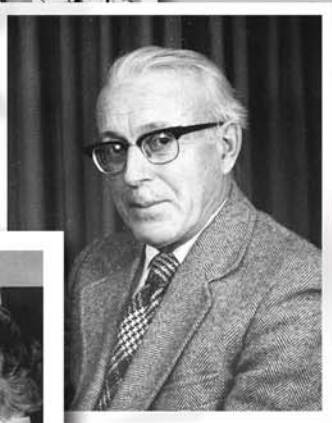




Down East COMMUNITY HOSPITAL

*Celebrating
the Past
Charting
the Future*



DOWN EAST COMMUNITY HOSPITAL



2024
ANNUAL REPORT



A Message from the CEO

As we celebrate “60 years providing care for the communities in Washington County”...we owe it to our community members...“to make sure we are here for the next 60 to 100 years...”

This year Down East Community Hospital celebrates 60 years of providing care for the communities in Washington County. From that initial \$100,000 mortgage loan in 1962 we have grown into one of the largest organizations in the county and employ almost 500 people from Baileyville to Milbridge. Our goal is to remain independent and continue to grow and add even more services in the future, and we owe it to the community members who worked hard to create this organization to make sure we are here for the next 60 to 100 years into the future.

There are many hospitals in Maine and across the country that have struggled over the past year and rural hospitals, in particular, are always under financial pressure. We have worked through reimbursement cuts at the state level, experienced continued pressure on the 340B program, endured staffing struggles, and constantly battle with commercial payers for payment of services and procedures. Even with all these issues, both hospitals had positive revenue at the end of 2024, and we continued to add providers and grow services.

Working with Senator Susan Collins we were able to secure \$1,354,000 in grant funding to remodel and furnish our new clinic site in Baileyville and we plan to start seeing patients in late 2025. We also added Orthopedic surgeons at both hospitals-Zafar Ahmad, MD at DECH and Wendy Crawford, MD at CCH and implemented the Biomet ROSA® Knee System in Calais that brings robotic surgery to Washington County. Another addition to the team was Michael Doss, DPM who brings a wealth of experience performing ankle and foot surgeries and many other podiatry procedures.

I would also like to thank our partners at Washington County Community College and the University of Maine at Machias for their work in bringing the nursing programs they offer to Washington County and working closely with our nursing and clinical staff to create good experiences for the student nurses. Both programs are great for our community and will help alleviate nurse staffing issues at both hospitals and other healthcare organizations in Washington County.

Although there is a lot of bad news in healthcare at the moment, we feel positive about the future of both hospitals and look forward to continued growth as we work hard to serve the needs of the people of Washington County and beyond.

Sincerely,

Steve Lail, CEO



DECH Highlights



In 2024, we continued to focus on growth and our strategic plan, ensuring our hospital remains strong allows us to invest in our employees and purchase new equipment.

Some of these initiatives include:

OB/Med Surg Merger – In a concerted effort to maintain our OB services we created a hybrid system and merged OB and Medical Surgical departments into our new Lifespan unit. This change has allowed for us to decrease our use of unsustainable high-cost travelers and provide the coverage needed to maintain a 24/7 OB service.

New Partnership Agreement with UMM Nursing Program – Both hospitals are partnering with UMM to assist with their upcoming four-year nursing program. Students will have access to UMA's nursing simulation lab and can conduct their clinical work at DECH or CCH.

Expanding Services – We recruited neurologist, Dr. Jefferey Fecko, which brought a new service to the area. Our vacant Podiatry position was filled with Dr. Michael Doss. We expanded our orthopedic practice with Dr. Zafar Ahmad and expanded our family practice at the Down East Health Center with the addition of Evan Merrill, FNP. We also built an addition onto Pediatrics to provide office space for providers, increase patient rooms, and update the air handler in that building.

Sterrad Sterilization – We purchased a new sterilizer for our Operating Room.

Call Bell Systems – A new call bell system was installed on the Lifespan units improving patient communication.

Invested in Imaging – We purchased and installed a state-of-the-art Philips ultrasound machine, brought on new nuclear medicine tests, and began low dose lung cancer screening.

Leadership Development – We have implemented Management Certification Program through John Hopkins. This program was implemented at both facilities and will provide important leadership development and training.

Brightly Work System – This advanced work order system was installed at both facilities and is an in-depth tool that encompasses Maintenance, Information Technology, Housekeeping, Biomed, and Informatics. This system greatly increases efficiency in meeting work order requests and compliance, safety, and emergency preparedness aspects of day-to-day operations.

2024 Payroll/Benefits

Employees on payroll: 319

Payroll exp: \$26,166,326

Benefits: \$7,155,249

Payer Mix

Medicare	24%
Medicare Advantage	25%
Medicaid	20%
Commercial	29%
Uninsured	2%

Volume Statistics

	2023	2024
Admissions	626	537
Deliveries	110	84
Inpatient Surgeries	99	99
Outpatient Surgery	2,144	2,143
Lab Tests	93,187	90,482
Imaging	18,582	22,425
Rehabilitation Visits	12,972	13,736
Cardiopulmonary	3,537	7,003
Clinics	45,721	40,996

CCH Highlights



Baileyville Clinic – We purchased the Baileyville clinic and secured grant funding of \$1,354,000. Once the renovations are complete and a provider hired, we will start seeing patients in 2025.

Orthopedics – We hired Orthopedic Surgeon Wendy Crawford, MD and purchased the Zimmer Biomet ROSA® Knee System, which brings together robotic technology with industry-leading knee implants, helps surgeons personalize surgical procedures for their patients undergoing total knee replacement. Now robotic assisted knee surgery is available in Washington County.

ED Renovations – We renovated the workspace in the ED so nurses, doctors, and ward clerks would have a spacious, comfortable work area.

Invested in Radiology – We purchased a new portable x-ray machine . This unit is utilized to take x-rays during surgical procedures for patients who cannot be easily moved to the radiology department for an x-ray. We also brought on the new service of low dose lung cancer screening.

Return of Echocardiogram Services – We upgraded the necessary equipment and recruited staff to once again be able to offer echocardiogram services in the Calais area.

Infrastructure upgrades – We invested in our infrastructure by purchasing and installing new servers, replaced our virtual server environment hardware and purchased a new telephone system.

Updated Equipment – All Alaris IV Pumps were replaced, and staff were trained on the new systems.

2024 Payroll/Benefits

Employees on payroll: 179

Payroll exp: \$12,521,585

Benefits: \$2,535,065

Payer Mix

Medicare	26%
Medicaid	21%
Commercial (including Medicare Advantage)	51%
Uninsured	2%

Volume Statistics

	2023	2024
Admissions	295	241
Deliveries	n/a	n/a
Inpatient Surgeries	9	40
Outpatient Surgery	531	708
Lab Tests	70,507	72,936
Imaging	13,383	13,711
Rehabilitation Visits	6,680	7,667
Cardiopulmonary	4,156	3,546
Clinics	13,076	14,102

DECH

Financial Statements

Statement of Operations *Fiscal Year 2024*



Funds Received as Revenue, gains and other support

Amounts charged to patients	136,306,007
Less portion for payments made by Medicare, Mainecare, and other commercial payers paid at amounts less than charged	(70,784,892)
Less portion of amounts charged not received due to lack of patient ability to pay	(3,017,854)
Less portion of amounts charged that DECH provided to patients as Free Care	(222,904)
Payments received from services provided to patients	62,280,357
Non patient revenue: 340b, Maine Families Grant, and other revenue	2,103,917
Total Funds Received	64,384,274

Funds Expended

Salaries and benefits	33,321,575
Purchased services, temporary personnel, professional fees, and supplies	18,954,867
Depreciation, interest and other	8,847,206

Total Funds Expended	61,123,648
-----------------------------	-------------------

Excess Funds Received Over Funds Expended (Operating Gain)	3,260,626
---	------------------

Non Operating Gains	1,016,931
----------------------------	------------------

Includes non-operating gains/losses and other net asset adjustments such as net unrealized gains on investments

Increase in net assets without donor restrictions (Total gain)	4,277,557
---	------------------



CCH Financial Statements

Statement of Operations Fiscal Year 2024

Funds Received as Revenue, gains and other support

Amounts charged to patients	51,551,988
Less portion for payments made by Medicare, Mainecare, and other commercial payers paid at amounts less than charged	(22,515,577)
Less portion of amounts charged not received due to lack of patient ability to pay	(1,557,299)
Less portion of amounts charged that CCH provided to patients as Free Care	(55,563)
Payments received from services provided to patients	27,423,549
Non patient revenue: 340b and other revenue	1,448,283
Total Funds Received	28,874,832

Funds Expended

Salaries and benefits	15,056,650
Purchased services, temporary personnel, professional fees, and supplies	9,487,731
Depreciation, interest and other	3,758,454
Total Funds Expended	28,302,835

Excess Funds Received Over Funds Expended Operating gain	568,997
---	----------------

Non Operating Gains	164,014
----------------------------	----------------

Includes non-operating gains/losses and other net asset adjustments such as net unrealized gains on investments

Increase in net assets without donor restrictions (Total gain)	733,011
---	----------------

Community Benefits

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.

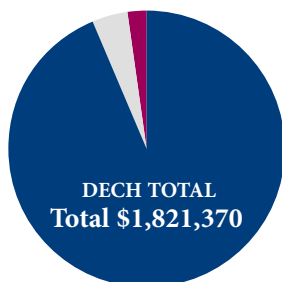
Community Health Needs Assessment (CHNA)

Down East Community Hospital and Calais Community Hospital continue to take steps to improve the health of their communities. In 2024, DECH focused its community health efforts based on its selected priorities of focus.

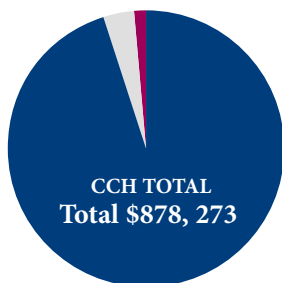
- Substance Abuse
- Cardiovascular Disease
- Cancer
- Access to Care
- Child Mental Health

Subsidized Programs \$46,744:

Area Providers Meeting	Shead High School
Arise Addiction Recovery	Sipayik School Career/Health Fair
Bad Little Trail Run	Special Olympics
Beth Wright Walk for Life	Turkey A Thon
Blue Devil Fund	Two Top Youth Speaker Events
Breast Cancer Awareness	UMM Welcoming Supplies
Brendan Leddy Fund	WalMart and Calais PTO
Calais Elementary School	WalMart Earth Day Event
Calais High School	Walmart Grand Re-Opening
Calais High School Fall Shirts Sponsor	WCCC Discussion Panel
Calais Lions Santa's Helper	WCCC Nursing Students
Calais Little League	WCCC Phlebotomist Clinic Rotation
CHNA Focus Group	Woodland 8th Grade Raffle
Crush Cancer 5 K for Sarah's House	Woodland High Softball
Downeast Youth Soccer	Woodland Parks and Recreation
Downeast Teen Leadership Camp	VFW Convention
Down East Hospice Race	
Eastport Chamber of Commerce	
EMMC/WCCC Students	
Elm Street PeeWee Tourney	
Empowered to End Dependency	
Family Harvest Meal	
Festival of Trees Participation	
Halloween Family Fun	
Halloween Candy Buy Back	
Harald Saeverud Music Program	
Health Fair	
Health Education Services	
Health Fair	
High School Career Fair	
International Festival Sponsor	
Job Shadow	
Machias Area Food Pantry	
Machias Arts Council	
Machias Ridge Riders	
Machias Wild Bleberry Festival	
Maine Professions Health Program	
Maine Seacoast Mission	
Milbridge Days 5 K	
Narraguagus HS Snack Pantry	
Pink Zone Game	
Post 8 Downeast Captains	
Red Cross Blood Drive	
Royals Booster Club	
RMG Paws	
Sarah's House Flamingo Event	



Medical Services \$1,705,009	Medical Education \$79,973
Subsidized Programs \$36,388	



Medical Services \$836,335	Medical Education \$31,552
Subsidized Programs \$10,386	



Recognized for Quality



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 between multiple departments 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, antimicrobial stewardship, and maternal safety. 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 reinforced along with an increase in performance scores from the previous submission year.

Health Equity & Inpatient Screening

In Quality for both CCH and DECH, we implemented new measures involving health equity and associated inpatient screening. These new initiatives are related to QHIP and MBQIP. QHIP is an incentive program promoting quality care. MBQIP is the Medicare Beneficiary Quality Improvement Project that requires quality improvement activities for critical access hospitals (CAH's).

The projects provide an opportunity for hospitals to look at their own data and compare against other CAH's and make partners with other hospitals to improve care. We are now stratifying some of our key performance indicators such as readmissions by social determinants of health (SDOH) to identify areas for improvement/awareness. Initial measures included implementing inpatient screening for SDOH such as with food insecurity, transportation needs and safety. These programs aim to improve and increase our awareness of existing health inequities.

Patient Satisfaction

We have partnered with NRC Health, our vendor for patient satisfaction surveys, to better understand the patient experience. An independent, standardized survey tool is used to measure patients' perspectives on hospital care. It encompasses key topics such as: communication with providers, communication with nurses, responsiveness of hospital staff, pain management, communication about medicines, discharge information, cleanliness of the hospital environment, and transition of care.

It is one of our organizational-wide goals to improve patient satisfaction. We have established a Patient Satisfaction Team at both CCH and DECH to work towards this goal. This is a collaborative effort among multiple departments. The results from the patient satisfaction surveys will be utilized to help drive change and look for opportunities to improve the overall care experience. This is another way we can help meet our mission to improve the health of the people in Sunrise County.



CCH Medical Staff

Active, Courtesy & Professional Service Medical Staff

Anesthesiology

Marisela Morillo, CRNA

Emergency Medicine

Adrian Amin, DO
 Tamara Boots, DO
 Cressey Brazier, MD
 Riley Cooper, DO
 Kolapo DaSilva, MD
 Michael Heniser, DO
 John Hooge, MD
 Harry Irving, III, DO
 Jeremiah Jenkins, MD
 David Kearing, MD
 Matthew Kerr, DO
 Shamano Minhas, MD
 Thomas Oliver, MD
 Scott Pelletier, MD
 Challa Reddy, MD
 Joshua Reynolds, MD
 Michelle Sacket, MD
 Daniel Stanhiser, MD
 Justin Valiquet, DO

Family Medicine

Laurie Churchill, MD
 Elizabeth Incannella, FNP
 Shannon Munro, FNP
 Jacqueline Russell, DO

Hospitalist

Sarah Buydos, APRN
 Cody Davis, DO

Halie Harris, PA-C

General Surgery

Thomas Crosslin, III, MD

Orthopedic Surgery

Michael Bodkin, RNFA
 Wendy Crawford, MD
 Elaine Mau, MD

Pain Management

Jonathan Herland, MD
 Rita Ten, MD
 Alisa Vroman, APRN

Pathology

Marek Skacel, MD

Podiatry

Michael Doss, MD
 Nima Moghaddas, DPM

Radiology

Stephen Madigan, MD
 Shahid Nasir, MD



List Of Service Chiefs (as of December 31, 2024)

Vacant – Emergency Medicine Service

New Medical Staff Members in 2024

Riley Cooper, DO (Emergency Medicine)
 Michael Doss, DPM (Podiatry)
 Joann Kaplan, MD (Pediatrics)
 Matthew Kerr, DO (Emergency Medicine)
 Daniel Stanhiser, MD (Emergency Medicine)
 Rita Ten, MD (Pain Management)
 Justin Valiquet, DO (Emergency Medicine)

President

Thomas Crosslin, III, MD

Vice President

Jacqueline Russell, DO

Secretary/Treasurer

Nima Moghaddas, DPM

DECH Medical Staff

Active, Courtesy & Professional Service Medical Staff

*In Memory of
Dr. John F. Gaddis
December 15, 1946 – September 23, 2024*

Dr. Gaddis was an integral part of healthcare at the hospital and in this area for as long as we can remember. He leaves a legacy that is larger than life with the many ways he cared for the people in this community. He is greatly missed.

Anesthesiology

Rebeca Schroeder, MD
Michael Soucier, CRNA

Emergency Medicine

Adrian Amin, DO
Tamara Boots, DO
Colin Coor, MD
Ian Dodson, MD
John Hooze, MD
Raymond Howard, MD
Harry Irving, DO
Jeremiah Judkins, MD
Shamano Minhas, MD
Joshua Reynolds, MD
Michelle Sachet, MD

Family Medicine

Robert Abrams, MD
Julia Arnold, MD
Kristen Barbee, DO
Raymond Howard, MD
Evan Merrill, FNP
Christine Moulton, FNP
Drew Ramsay, DO
David Rioux, DO
Jennifer Quinn, MD
Curtis Russet, FNP

Hospitalist

Kerry Crowley, MD
Stephen Franco, MD
Mark Grohman, DO
Nika Karlsson, DO
Thomas Ryan, DO
Daniel Stanhiser, MD

Neurology

Jeffrey Fecko, MD

Obstetrics/Gynecology

Christian Inegbenijie, MD
Donna Waterman, CNM

Ophthalmology

Lawrence Piazza, MD

Orthopedic Medicine

Zafar Ahmad, MD
Michael Bodkin, RNFA
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

Michael Doss, DPM
Nima Moghaddas, DPM

Radiology

Robert Baril, DO
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

Raymond Howard, MD

Vice President

Stephen Madigan, MD

Secretary/Treasurer

Joann Kaplan, MD

List Of Service Chiefs (as of December 31, 2024)

Raymond Howard, MD	Emergency Medicine Service
Thomas Ryan, DO	Medicine Service
Christian Inegbenijie, MD	Obstetric Service
Joann Kaplan, MD	Pediatric Service
Stephen Madigan, MD	Radiology Service
Stephen Salzer, MD	Surgical Service

New Medical Staff Members in 2024

Zafar Ahmad, MD	Nika Karlsson, DO
Robert Baril, DO	Matthew Kerr, DO
Riley Cooper, DO	Evan Merrill, FNP
Ian Dodson, MD	Scott Pelletier, MD
Michael Doss, DPM	
Jeffrey Fecko, MD	
Stephen Franco, MD	

Celebrating *the Past*

In 1960, the movement for a new hospital in Machias began. In May of 1962 the trustees of Machias Savings Bank voted to participate in the hospital's first mortgage load of \$100,000. Eastern Trust and Banking Company and the Merrill Trust also helped finance the mortgage. With lots of hard work, and a flurry of fundraising activities, the actual construction of the hospital began on April 29, 1963. The hospital was built on a fourteen-acre tract of land that was generously donated by C. Alton Bagley of Roque Bluffs. Construction was completed and the hospital was dedicated in the Fall of 1964. The hospital building was accepted on November 13, 1964, with a revised construction contract in the amount of \$610,000. The total cost in the end was \$950,000 and was paid for by local bonds and the mortgage that accounted for \$100,000 and the remaining \$850,000 in construction funds was supplied by state and federal agencies. The hospital accepted its first patient on December 3, 1964.



The first medical staff consisted of seven physicians and on September 26, 1964, the medical staff voted for their officers. The seven physicians were John F. Hanscom, M.D., President, Robert G. MacBride, M.D., Vice President, Karl V. Larson, M.D., Secretary, John McAllister, M.D., George N. Nackley, M.D., G. Bernard Shaw, M.D., and Owen G. Bossman, M.D. The first administrator was Sanfrid E. Rohhoniemi.



Due to under capitalization, DECH struggled financially during its first several years of operation. Medicare, which began in July 1966, was a tremendous benefit to the hospital as it sought to pay the cost of delivering health care.

The first expansion became necessary in 1975. In April 1975, Leonard Sprague, president of the DECH Board wrote a letter to Machias Savings Bank requesting a loan of \$225,000 to be secured by a first mortgage of the hospital land and buildings. The funds were used for an addition to the hospital allowing extra space for x-ray, laboratory and examining areas. This project was completed in 1977. A million-dollar expansion for the Emergency Room was completed in 1989 and a 4-bed special care unit was opened in August 1996. The funds for it came from the Share in Special Care campaign that raised \$650,000 for the nearly one-million-dollar project.



Several more expansions and upgrades came over the years, most notably the construction of a new Operating Room Suite, construction of the Maine Veterans Home (MVH) and the expansion of the Emergency Department. The operating room construction began in July of 1998 and completed in March 1999.

The MVH broke ground in 2004 and was completed in 2006. Included in that project was a large addition to the front of the hospital that included a connecting corridor to MVH, private registration rooms, a spacious waiting area, the Skylight Café, and a large space for materials management that provided easier delivery access and a large delivery door. Empty shell space was also included for future development. That shell space now houses the pharmacy, infusion clinic, gift shop, and chapel. Other services found in the space provided by the expansion are the Auxiliary Gift Shop and Patient Financial Services. DECH gave the MVH a lifelong lease of their building and the land and they contracted to provide laundry and inpatient dietary services to DECH.



In 2015 the capital campaign began for the 7,000 square foot expansion of the Emergency Department. This expansion included a large nurse's station, a triage room, seven private patient rooms and a large trauma room with two beds. The hospital raised over 1.5 million towards the cost of the expansion through generous donations from foundations and the community. This project transformed emergency care for more than 9,000 patients who visit the emergency department each year.



Jump to 2021 when DECH purchased Calais Regional Hospital out of Bankruptcy, and it became part of our system and was renamed Calais Community Hospital. This initiative was something the Administration felt strongly about, and they were determined to keep hospital services in the Calais region. With lots of hard work and dedication, that facility has had three years of financial success.

Charting the Future

An Innovative Approach to Preserving OB Services to Robotic Assisted Knee Surgery

Robotic Assisted Knee Surgery

In 2024 Calais Community Hospital invested in exciting new equipment for its surgical department. The Zimmer Biomet ROSA® Knee System, which brings together robotic technology with industry-leading knee implants, helps surgeons personalize surgical procedures for their patients undergoing total knee replacement.

For many the idea of robots and surgery may conjure up images of a machine functioning on its own, and making decisions on its own, within an operating room. However, that is far from the reality. Every patient is unique, and so is everyone's individual anatomy. The Robotic Surgical Assistant is a knee replacement tool that's designed to help the surgeon tailor the placement of the knee implant for each patient's unique anatomy. During the procedure, the robotic tool utilizes a camera and optical trackers to know exactly where the patient's knee is in space. Think of it like a very detailed global positioning system (GPS) that people use in their car. If a patient's leg moves even a fraction of an inch, the robot can tell and adjusts accordingly. This helps ensure that the plan the surgeon put into place is executed as intended. Throughout surgery, the ROSA Knee robot provides the surgeon with data about the patient's knee. This information, combined with the surgeon's skill, helps them know how to position the implant based on the patient's unique anatomy.

For everyone involved – surgeons, medical staff and, most importantly, patients -robotic knee surgery has the potential to offer a number of key benefits and advantages. Patients who have surgeries using robotic assists usually have shorter hospital stays, have lower infection rates, and experience less scarring and faster recoveries. We know the decision to have joint replacement is often a difficult one for patients to make, and we believe these robotically-assisted technologies have the potential to make it an easier one moving forward.

To our knowledge, we are the only Critical Access Hospital in the state that offers this technology, and we are beyond pleased to be in a position where we can provide this service to our community.

An Innovative Approach to Preserving OB Services

In a concerted effort to maintain our OB services, the Administration at Down East Community Hospital took an innovative approach and created a hybrid system that merged OB and Med Surg departments into a new Lifespan unit.

In 2023 DECH started the process of merging the OB and MSP units to keep our OB unit open to our surrounding communities. This process was challenging but with the dedication and hard work of many nurses, leadership, and support staff we continued to make progress. Over a 9-month period the nursing staff participated in and completed an impressive amount of training: OB HealthStream training, NRP, ACLS, PALS, Fetal Monitoring, Postpartum Assessment, Newborn Assessment, and STABLE. We worked with regional centers in the area to arrange training opportunities for our Lifespan nurses and partnered with Washington County Community College to use their new simulation lab.

On January 1, 2024, we scheduled the Lifespan unit with our new core staffing levels, and we were eager to see the results of all the hard work. This new process has allowed for us to decrease our use of unsustainable high-cost travelers and provides the 24/7 quality OB coverage needed to maintain OB services at our hospital. To our knowledge, no other hospital in Maine has successfully incorporated this innovative approach into their system. By working together, we can keep providing amazing OB services to the people of Washington county.





A Message from your Board of Trustees

Jacqueline O'Clair
Board Chair

This year has been an exciting year of growth for our hospitals. Using the Strategic Plan developed last year with the assistance of the Katahdin Group, our senior management team and support staff have continued to move our hospitals in very positive directions both financially and in improving employee satisfaction. The synergy of one organization serving the community with two facilities is now a reality. We have had an excellent year in hiring talented people and in reducing the need for travelers caused by staffing losses during Covid. We are in the process of renovating our Baileyville facility, thanks to a grant we received through Senator Collins' office, and plan to have this fully operational this summer serving the people in the Bailyville/St. Croix area.

As you saw in this year's CEO's message, our hospitals had positive operating results for both hospitals in 2024. We are continuing to invest in our hospitals and staff, guided by our strategic plan, now into year two of the three-year plan. We continue expanding our Information Technology and IT Security. Our informatics group is working in collaboration with the staff of both hospitals to improve workflows and provide better and more accurate information in support of our mission, helping them to bring the best possible healthcare to the people of Washington County.

Working cooperatively with Washington County Community College and with the new 4-year nursing degree program that is starting in the fall of 2025 at University of Maine at Machias, our hospitals are insuring we will have access to highly, and locally, trained RNs that will help ensure Washington County's hospitals and medical facilities will not see any staffing shortages as we continue to grow in our communities. WCCC's first graduating class of RNs will be joining our organization by the time this document goes to publication.

The Board of Directors is very grateful to our dedicated senior leadership team, hospital staff and DECH/Calais Volunteers that worked tirelessly this last year to help us be successful. Thank you for your resilient and continued focus on our mission of improving the health of the people in the Sunrise County. As your Board Chair, I wish to thank all our board trustees for their tireless efforts in supporting this organization in 2024.

Jacqueline O'Clair
Board Chair

Our Donors

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.

Auxilians have raised funds for the hospital since its inception.

DOWN EAST COMMUNITY HOSPITAL

Businesses

Bar Harbor Bank & Trust
Cates Wharf
Columbia Falls United Methodist
DECH Auxiliary
Fidelity Charitable
Hannaford Community Bag Program
Harris Point LLC
Kozak & Gayer, PA
Land Holdings, Inc
Linda Courtney and John Newell
Giving Fund
Look Lobster Co.
Machias Savings Bank
Machias Valley Broadcasting
Maine Veterans' Home
McFadden's Variety Store
Paper Talks
Physician Services, Inc.
Pineo Hardware, Inc.
Roque Island Community Initiative
Sunrise Eye Care
The Varney Agency

DEC Donors

Thomas Aceto
Linda Albee
Julia Alley
Robert & Hazel Alley
Tonja Alley
Cathryn Appel
Robert & Deborah Atwood
Julie Balzer
Bobbie Barker
Calvert Barnett
Linda Beverly
John & Judith Bielecki
Larry Boucher
Jean Bowles
Joseph & Dawn Bragg
Audrey Buchanan-Swan
Donna Bunker

Jane Coffin
Dr. & Mrs. Kerry Crowley
Millard Crowley
Linda Crowley
Anne Cummings
Laurie Curtis
Randy & Nancy Davis
Douglas Dodge
Jeanne Dodson
Heather Dodsworth
David Dowley
Brenda Ellsmore
Jennifer Emert
Kelli Emery
Elizabeth Faraci
Michael & Cathy Farren
Vicki Faulkingham
Vanessa Feeney
Marilyn Fenderson
Richard & Joyce Fickett
Michael Fisher & Merry Post
Betsy Fitzgerald
Robert French
Lewis & Brenda Frey
Brian and Abby Frutchev
Dorothy Gardner
Michelle Gardner
Nellie Gatcomb
Jean Grant
Terrance & Susan Grant
Larry Grierson
Karl & Marlene Hall
Ivan Hanscom
Robert Hansen
Dolores Hanson
Edward & Bridget Harbison
Scott and Veronica Harriman
Denise Harris
Debra Haynes
Michael & Rebecca Hennessey
Mary Hill
Jane Hinson
Evelyn Hittson
Dr. Thomas Holzen
Persis Jordan
Katherine Jurdak

Ms. Kate Keeton
Steve Lail
Thornton & Kathryn Land
Richard & Elsie Larson
Christine Laurel
Suzanne Lee
Norbert Lemieux
Bernice Look
Christopher & Pam Loughlin
Dr. Stephen Madigan
William & Linda Mallar
Barbara Maloy
Diane Mann
Robert & Leslie McCollum
Howard & Mary McFadden
Patrick McGlynn
Richard Meserve
Joan Miller
Bonnie Milliken
Monique Mills
Dr. Nima Moghaddas & Ronald Morgan
Samantha Montuoro
Bernice Murphy
Mark & Louise Murry
Margaret Nalle
Linda Newcomb
Susan & Jacqueline O'Clair
Lynnette Parr
Jennifer Peterson
Dr. Lawrence Piazza
Martha Pinion
Stephen Plummer
Ellen Potter
Joel Pratt
Judith Purington
Stephen & Helen Rankin
Tim Reynolds
Deane & Kathryn Richmond
Dr. David & Catherine Rioux
Vickie Ann Roberts
Shelley Roberts
Teresa Saddler
Tim Schmitt
Catherine Shaw

William Sinford
Larry Smith
John & Carole Ann Sprague
Joan Stephens
Norma Stoddard
Lynne Storms
Elliott Tarbell
Tangela Taylor
Karen Theriault
Brandis Townsend
Anneke Waag
Dr. Bradley Weitz
Mary White
Gary Willey
Pauline Wood
Gerald & Judy Wood
Barry & Jolene Wood
Sharon Yates

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

Ramsdell & Albee
Woody Alley
Herbert Alley
Evelyn Alley
Albert Alley, Jr.
Clarence & Alice Anderson
Annabele
Roger Beale
Barbara & Arthur Beatty
Charlie Bodman
Gloria Bodman
Marylou Borneman
Leonard Bowles
Robert Bragg
Adeline Buckley
Evelyn Carroll
Wesley Carroll
Jasper Cates
Isabel Cates
Marie Chandler
Norman Chandler
Timothy Coffin
Martha Cole



Neil Cole, Sr.
 Ella Conley
 John Crockett
 Russell Crosman
 Forest Crosman
 Betty Crowley
 Barbara Dalot
 Ralph Irving Denbow
 Brenda Dodge
 Clara Donovan
 Gordon Dorr
 Marion (Margie) Dowley
 George (Pidge) Dowley
 Dick Ellsmore
 Eugene Emerson
 Millie Millard Emerson
 William Faraci
 Prescott (Buddy) Farren
 Norma Faulkingham, LPN
 Robert Fenderson
 Dana Fickett
 Virginia Foss
 Maria Frey
 Family & Friends
 Dr. John Gaddis (11)
 John "Bumpa" Gaddis
 Louise Gardner
 Leona Gardner
 Harlan Gardner
 Tim Gatcomb
 Remington Gathers
 Roger Geel
 Ruth Glisson
 Stedman Glisson
 Joyce Gove
 Donald Grant
 David Grant
 Milton Gray
 Rose Gray
 Clarence Gray
 Jean Greaves
 Wilfred "Billy" Gross, Jr.
 Wilfred Walter Gross, Sr.
 Karl & Eva Hall
 Ronald Hansen
 Peter Hanson
 Gilbert Hanson
 Mary Hanson
 Greg Hanson
 Alvah & Robin Harriman
 Mr. & Mrs. George Harris
 George & Jeannie Harris
 Pud & Marilyn Hartford
 Mariam Hasty
 Randy Hatt
 Bucky & Beth Hatt
 Jennifer Hernandez
 Lloyd Hill
 John Hittson
 Ed Hogan
 Goldie Hudleson
 Osco Hudson
 Franklin Cole Iver
 Linda Johnson
 Donald Jordan
 Carolyn Keegan
 Wesley Keeton

Jay Clark Kelley
 Walter Kilton
 Kathryn Kilton
 Henry Lail
 Ruth Lail
 Wayne Lail
 Marge Largey
 Oliver & Nina Larson
 Craig Lee
 Jeanette Lee
 Celia Lemieu
 Dennis Lewia
 Vicki Lincoln
 Mr. & Mrs Maynard Lindsey
 Mort & Anne Lockett
 Dr. John & Alice Madigan
 J. David Madigan
 Judith Madigan
 Lily
 Mary Madigan
 Albert Mahar
 Mary Mahar
 Dorothy Mallar
 Robert & Constance Mallar
 Timothy Mallar
 Charles & Lettie Mallar
 Robert Mallar, Jr.
 Thomas Maloy
 Marty Mangum
 Robert Mann
 Dick & Marilyn
 Linda Acevedo-Martin
 Dr. Robert McBride
 James McFadden, Sr.
 Nancy McGlynn
 Hugh McGlynn
 Margaret McGlynn
 Hugh McGlynn, Jr.
 Elizabeth McGuire
 John & Ida McLeod
 Shane Miller
 Nannie Sue Mills
 Anna Morang
 Billy Morgan
 George Morrison, Jr.
 George Murdock
 Rena Murray
 Kenny Murray
 Ray Myers
 Margaret & Peter Nalle
 Mr. & Mrs. Eliot Newcomb
 Gene Newcomb
 Beatrice Bodman Owen
 Richard Peasley, Jr.
 Peter
 Florence Peterson
 Pete Edward Peterson
 Irving Pettegrow
 Richard Pettegrow
 Leona Pettegrow
 Bob Pinion
 Walter Plaut
 Michael Pons
 Present Auxiliary Board Members
 Adian & Edna Preston
 Richard Purington
 Jim Raymond

Donna Renshaw
 Margaret Reynolds
 Molly Reynolds
 Dsondra Richards
 Dick Richards
 Donald Rioux
 Margaret Ritchie
 Camron Lee Roberts
 Ken Roberts
 Dr. Donald Robertson
 Lucy Russell
 Sonja Schmidt
 Bud Schoppee
 Anne Schoppee
 Dr. Francis & Heida Schumann
 Chadburne Setzer
 Dr. Bernard Shaw
 Jane & Sherman
 William Sinford
 Holly Sinford
 June Smith
 Harold Smith
 Jeanette Smith
 Stan
 Jaxon Stanwood
 Tod Stephens
 Mel Stephens
 Paul Stevens
 Sara Strout
 Harold & Jeanette Stuart
 Dawn Sylvester
 Joyce Tarbell
 Agnes Taylor
 Frank (Smurf) Taylor
 Vivian Thaxter
 Michael LB Townsend
 Dennis Turner
 John Viselli
 Hans von Hoffman
 Thys von Hoffman
 Hazel von Hoffman
 Lena von Hoffman
 Margaret Vose
 Joan Waag
 Joseph Waag
 Charles Waag
 Cheryl Ward
 Charles Weston
 Newell White
 Ralph Wood
 Grace Wood
 Cody Lee Wood
 Joseph Craig Wood
 Gaylon Woodman

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

All who work at DECH
 All Staff at DECH
 Roma Batson
 Janie Cummings
 John Gaddis
 Brenda Gross
 Adele & William Harvey
 Leslie Haynes
 Julie Hixson

Hans Holzen
 Blanche Johnson
 Doris Jordan
 Nettie-Kate Jordan, RN
 William Keegan
 Karen Miller Miller
 Wayne & Gail Peters
 Esther Plummer
 Ida Rioux
 Laurie Hayward, RN
 Law Enforcement
 MVH Residents
 MVH Past Residents
 Auxillians Past & Present

Memorial/Honor:

In Honor of Nate Martell (2)
 In Honor of Dr. Salzer
 In Memory of
 George Foote Murphy (6)

CALAIS COMMUNITY HOSPITAL

Businesses

Border Electric Inc
 CCH Auxiliary
 Downeast Credit Union
 Eaton Foundation
 First National Bank
 PCT Communications
 Richard Mingo Construction, Inc.
 Sunrise Eye Care PA
 Woodland Pulp, LLC
 WQDY, Inc.

Individuals

Robin & Scott Beal
 Patsy & David G. Beckett
 Shelly L & Michael S. Bodkin
 Teresa & Cressey Brazier
 Mr. Gregg Brooks
 Eleanor P Clark - In Memory of
 Norman P Clark
 Mrs. Keith Corthell - In Memory of
 Keith Corthell
 Mr. and Mrs. Michael Footer
 Mr. and Mrs. Bruce Fraser
 Ms. April Free
 Butch & Rena Garriott
 William & Allison Goode
 Memorial Trust
 Mrs. Rachel Hamilton
 Mr. and Mrs. Marshall Hennequin
 Mrs. Diana Howell
 Mrs. Mary Lane
 Mrs. Suzanne Lee
 Dr. Nima Moghaddas & Ron Morgan
 Anonymous
 Mr. David Peters
 Mr. and Mrs. Ken Sprague
 Mr. and Mrs. Richard Stanhope - In
 Memory of Our Parents
 Ms. Mary Jane Sylvester
 Mrs. Norma Van Devander
 Anonymous



Mission

At Down East Community and Calais Community Hospitals 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, 2024 and December 31, 2024. 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
Down East Community Hospital at
(207) 255-0433 so that we may correct our records.*