Unprecedented Times

Unbelievable Support

Down East COMMUNITY
Our Health, Our Hospital

2020

2020 Annual Report

A Message from the CEO

"...through it all everyone showed the resilience and dedication that makes Washington County such a special place."

The arrival of Covid-19 last Spring tested our hospital and community like never before, but through it all everyone showed the resilience and dedication that makes Washington County such a special place. There is no way to fully express my thanks and appreciation to the staff, providers, board members, volunteers, and community members who all stepped up when needed and donated their time, money, equipment, enthusiasm, and services to make sure Down East Community Hospital came through this unprecedented pandemic.

Throughout all of this, we kept moving forward with important long-term projects such as the Electronic Medical Record project, expansion of the infusion clinic, the clinic in East Machias, and recruitment of new physicians. It's hard to believe that almost all our strategic initiatives for the year were achieved and, although there is always more work ahead, the hospital is in an excellent position to meet the future head on.

We were very excited to have two Washington County folks come back to the area to provide healthcare services. Drew Ramsey, DO and Adrienne Vela, FNP both started at Milbridge Medical Center during the past year, and we are very happy to have them as part of the DECH team. Deirdra Pearce, FNP began practicing at Arnold Memorial Medical Center in Jonesport and Urologist, Mark Hirschhorn, MD, signed on in December. He will significantly expand our Urology services and we are very excited to have him as a provider. Our goal is to always be expanding access to services and these additions go a long way in keeping services close to home.

Sincerely,

Steve Lail, CEO

Highlights

We are pleased that DECH had another strong financial year in 2020. We are proud to continue to maintain and support a variety of services to our Community, especially during these difficult times. Due to the impact of COVID-19 and slowdown of the services the hospital provides, overall net patient revenue decreased by $1,117,000 for a decline of 2.2% when compared to 2019. The hospital received support from the Provider Relief and other stimulus funds in the amount of $1,556,000 related to the COVID-19 impact on hospital services. Even without the support of the stimulus funds, the hospital was able to maintain its profitability during this difficult period.

We were also able to update equipment and the facility this year. We purchased a new CT Scanner and Digital Imaging equipment and expanded the Pharmacy and the Infusion Clinic. We also began construction on the Family Practice Clinic in East Machias.

We experienced unprecedented supply chain issues with N95 masks, surgical masks, gowns, gloves, and needle and syringes to name a few. The community stepped up in many ways to help offset our needs and donated face shields, cloth masks and gowns, and funds for special equipment such as high flow oxygen nasal cannula units. The community support was much needed, and much appreciated. We invested in infection prevention and safety by creating 14 negative pressure rooms and 6 Anti Rooms. We also installed plexiglass between workstations and installed 8 air scrubbers.

We remained financially strong throughout the year because our community continued to support our hospital throughout the pandemic by using our services and by giving a hand wherever they could. We are grateful for them and our dedicated staff.

Leadership:

President & CEO: Steve Lail

Board Chair: Kathryn Land

2020 Payroll/Benefits

Employees on payroll: 310

Payroll exp:	$21,330,612
Benefits:	$5,933,275

Payer Mix

Medicare	40%
MaineCare	21%
Uninsured	3%
Other Commercial Insurances	36%

Volume Statistics

	2019	2020
Admissions	1,006	805
Deliveries	177	154
Inpatient Surgeries	176	155
Lab Tests	117,211	108,359
Imaging Tests	17,025	17,886
Outpatient Surgeries	2,247	2,236
Rehabilitation Visits	9,967	10,029
Physician Practices	44,591	42,112
Cardiopulmonary Visits	7,384	5,186

Financial Statements

Consolidated Statements of Operations Fiscal Year 2020

Funds Received as Revenue, gains and other support	
Amounts charged to patients	100,711,861
Less portion for payments made by Medicare, Mainecare, and other commercial payers paid at amounts less than charged	(50,052,785)
Less portion of amounts charged not received due to lack of patient ability to pay	(2,860,502)
Less portion of amounts charged that DECH provided to patients as Free Care	(875,025)
Payments received from services provided to patients	46,923,549
Non patient revenue: 340b, Meaningful Use, Maine Families Grant and other revenue	2,486,907
Provider Relief Funds	1,566,141
Total Funds Received	**50,976,597**
Funds Expended	
Salaries and benefits	27,263,887
Purchased services, temporary personnel, professional fees, and supplies	14,567,629
Depreciation, interest and other	6,444,760
Total Funds Expended	**48,276,276**
Excess Funds Received Over Funds Expended (Operating gain)	2,700,321
Increase in net assets without donor restrictions (Total gain) (Includes non-operating gains/losses and other net asset adjustments)	**2,795,933**

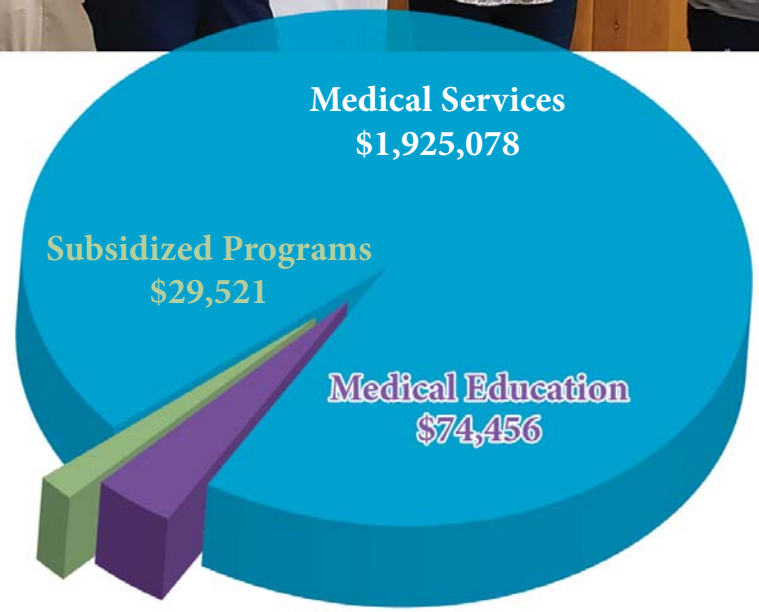
Community Benefits

Subsidized Programs:

AMHC
Arise Addiction Recovery
Bad Little Trail Run
Be in Motion Class
Breast Cancer Awareness
Down East Hospice Run
Down East Teen Leadership Camp
Eastern Maine Cancer Series
Pediatric Flu Shot Clinic
Safe Harbor for Women & Children
Sarah's House of Maine
Jump Ropes & Exercise Bands for Area Schools
Sunrise Little League
Turkey A Thon
Washington County Shriners Golf Tourney
Women's Health Resource Library

Medical Services:

Free Medical Care
Flu Shot Clinic
Free Mammograms
Reduced Cost Sports Physicals
Healthcare Professional Education

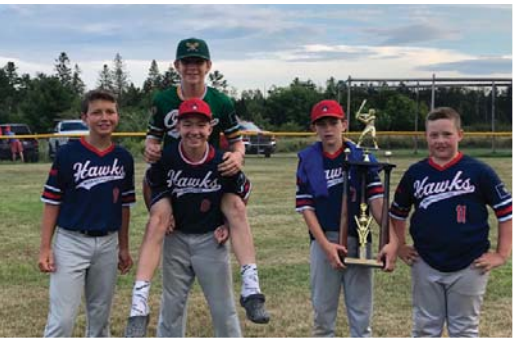


An integral part of the mission of Down East Community is to improve the health of the people in Sunrise County and our Community Benefit is a part of what we do to fulfill that mission.

Community Health Needs Assessment (CHNA)

Down East Community Hospital continues to take steps to improve the health of its communities. In 2020, DECH focused its community health efforts based on its selected priorities of focus.

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



Recognized for Quality

Quality Initiatives

Community & Hospital Connection Committee

The Community & Hospital Connection Committee provides a formal mechanism for integrating the voices of the patient, family and community into the healthcare operations. All committee members are able to share their perspective when designing or evaluating processes, services environment, equipment or patient communication. We have been able to collaborate and receive helpful feedback on hospital signage, patient instructions, patient menu and educational handouts. In addition for 2020, this committee was extremely helpful in donating and making much needed gowns and masks when we were facing a personal protective equipment (PPE) shortage during the Pandemic.

4 Star Rating from Medicare.gov

DECH received a 4 Star rating again this year from Medicare.gov. The Medicare.gov overall rating includes a variety of the more than 100 measures reported on Hospital Compare, divided into 7 measure groups/categories: Mortality; Safety of Care; Readmission; Patient Experience; Effectiveness of Care; Timeliness of Care; and Efficient Use of Medical Imaging. The overall rating ranges from one to five stars. The more stars, the better a hospital performed on the available quality measures.

High OAS CAHPS

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

Down East Community Hospital was well above benchmark in all categories and received an overall score of 89.2 which is up from 87.9 in 2019.

High HCAHPS Scores

HCAHPS (Hospital Consumer Assessment of Providers & Systems) is an independent, standardized survey instrument used to measure patients' perspectives on hospital care. It contains 21 patient perspectives on care and patient rating items that encompass nine key topics: 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.

Down East Community Hospital was above benchmark in almost all categories and received an overall rating of 83.3 which is up from 72.9 in 2019.

COVID-19

In 2020, we began with a table-top drill on COVID-19 not realizing that we were headed into a pandemic that would take thousands of lives. The efforts surrounding this pandemic has affected every department including a steady stream of changes. Departmental surge plans were implemented to prepare us for the worst. We participated in daily calls, meetings, webinars and endless hours of research to stay on top of the changing guidelines and CDC recommendations. From these, we implemented new processes and enhanced procedures to create a safer environment for our patients and each other. As we navigated the Pandemic, we created expert teams to address different areas of concern including, but not limited to the Clinical COVID team and the COVID vaccination team.

When approached about helping vaccinate the community, we eagerly raised our hands. As the Pandemic evolved, we recognized that we needed to act quickly but efficiently. This is what we did as we organized our employee and community vaccination plans. We worked with other health partners in the community to help ensure we were getting doses into arms as quickly as possible and remaining diligent to not waste any vaccine that we often called "*liquid gold*".

COVID-19 has been more than a pandemic, but a story of how a small community bans together during difficult times. Our staff has gone above and beyond dealing with all the new requirements for COVID precautions. In addition, our community has been there every step of the way to provide ongoing support such as equipment donations, manufacturing of PPE and words of support. DECH has been able to provide high-quality safe patient care during this pandemic due to the ongoing commitment of our staff and community.

Medical Staff

Active, Courtesy & Professional Service Medical Staff

President
Christian Inegbenijie, MD

Vice President
Stephen Madigan, MD

Secretary/Treasurer
Leonid Brodsky, MD

List Of Service Chiefs (as of December 31, 2020)

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

New Medical Staff Members in 2020

Abigail Askren, PA-C
Perry Bassett, MD
Antonio Capps, MD
Martin Johns, MD
Richard Lyons, MD
Dierdra Pearce, FNP
Terry Perkins, MD
Theodor Pesch, MD
Drew Ramsay, DO
Adam Simmons, DPM
Rodney Sparks, MD
Thomston Trowbridge, MD
Adrianne Vela, FNP
Maybelle Whu, MD

In 2020 the following practitioners joined the DECH Staff:

l to r Abigail Askren, PA-C, Drew Ramsay, DO, Adrianne Vela, FNP, Dierdra Pearce, FNP, Mark Hirschhorn, MD

Anesthesiology
Leonid Brodsky, MD
Rita Ten, MD
Teresa Maresh, APRN-CRNA
Shawn Sparrow, APRN-CRNA

Cardiology Consultants
Rupert Fincke, MD
Dennis DeSilvey, MD

Emergency Medicine
Perry Bassett, MD
Nathan Donaldson, DO
Antonio Capps, MD
Colin Coor, MD
Martin Johns, MD
Richard Lyons, MD
Joseph Nabozny, MD
Terry Perkins, MD
Theodor Pesch, MD
Rodney Sparks, MD
Daniel Stanhiser, MD
Thomston Trowbridge, MD
Maybelle Whu, MD

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

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

Obstetrics/Gynecology
Kara Dwight, DO
Christian Inegbenijie, MD
Bjarni Thomas, APRN-CNM

Ophthalmology
Lawrence Piazza, MD
Isaac Rudloe, MD

Orthopedic Medicine
Thomas Crowe, MD
Craige Williamson, MD
Elaine Mau, MD

Otolaryngology (ENT)
Thomas Holzen, MD
Stephen Salzer, MD

Pain Management
Rita Ten, MD

Pathology Consultant
Marek Skacel, MD

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

Podiatry
Nima Moghaddas, DPM
Adam Simmons, DPM

Radiology
Stephen Madigan, MD
Karen Willens, MD

Surgery, Colorectal
Aziz Massaad, MD

Surgery, General
Aziz Massaad, MD

Urology
Mark Hirschhorn, MD
Dhanvant Rathod, MD

Women's Health
Christine Kuhni, APRN-WHNP

Patient Story

by Ned Eldridge

I moved to Machias about 15 years ago. It was not long before I needed help from Down East Community Hospital, when I broke my arm on a jobsite. The hospital did a first-class job of patching me up. Not having health insurance at the time, I received partial free care at this wonderful facility, for which I am still grateful.

Over the course of the past year, I have been fighting a battle with a rare blood disorder, a battle I am glad to say I finally seem to be winning. The treatment involves weekly trips to Dana Farber in Boston, one of the finest hospitals in the world.

During this period of real trauma and stress, DECH has been there for me 100% of the way, supporting my Boston team in any way they can. Whether it be trips to the Emergency Room late at night, or frequent visits to my buddies at the Infusion Clinic, or the friendly vampires in the lab, I have always been treated with friendliness, professionalism, and respect. A bit of humor too, sometimes, which is always a help. My team at Dana Farber has commented several times on how easy it has been to work with DECH, which they say is rare for small rural hospitals. At this point in my recovery, I can honestly call many of the staff friends. I love being on a first name basis with everybody. I enjoy bringing fresh eggs from our hens to some of the nurses. This is the best part of living in a small town.

I always find it remarkable how neat, clean, and well-kept the facility is. This cannot be easy to achieve, and the staff should be very proud. We are lucky to have DECH in our community.

During this period of real trauma and stress, DECH has been there for me 100% of the way...

A Message from the Board

Kathryn Land, Board Chair

All of our leaders, providers and staff are to be commended for jobs well done especially during difficult times.

Dear Down East Community,

2020 was a successful year for Down East Community even in the midst of a national pandemic. All of our leaders, providers and staff are to be commended for jobs well done especially during difficult times. This excellent work is reflected in our high patient satisfaction and quality scores, solid financial results, successful provider recruitment and growth opportunities which were recognized and developed. Our staff's performance has been outstanding. Our community is very fortunate to have these talented, determined and selfless people to care for and assist them. We are deeply grateful.

Our Auxiliary continues to serve our hospital well despite the limitations imposed by the pandemic. They are creative thinkers and doers and have managed to continue to do things like fundraise, recognize staff and award scholarships to local area high school graduates. The Auxiliary also made a significant donation to the Light a Life campaign and created hundreds of personal protective gowns and masks for the staff and patients. Ongoing Gift Shop sales were remarkable considering the Shop was closed and the Auxiliary created alternative ways for customers to make purchases.

We would also like to recognize our many Volunteers for the great work they do, meeting the clinics', hospital's and patients' needs in various ways. Thank you for your many hours of service!

Our board members continue their active participation on our board and the various board committees. Because of the pandemic, we were unable to meet safely in person; however we have conducted our business virtually using Zoom technology and this worked very well after a brief period of becoming accustomed to its use. I am pleased to be a part of this group of committed individuals.

Dr. Eric Burke and Wayne Peters are in their last year of service on our board and will step down in June 2021. Both were committed board members over many years; twelve plus years of service from Dr. Burke and nine years of service from Mr. Peters. Each has devoted countless hours to our organization and has served in various capacities, including as board chair. They will be sorely missed.

We as an organization will face challenges ahead in these rapidly changing healthcare times. I know we are up to the task as each person makes a contribution! To that end, I'd like to share a quote with you from a reasonably well known high achiever that reflects this approach and resonates with me.

"Individual commitment to a group effort – that is what makes a team work, a company work, a society work and a civilization work." ~Vince Lombardi

Some of the hundreds of personal protective gowns and masks made by the Auxiliary for the staff and patients.

Respectfully,

Kathryn M Land

Kathryn Land
Board Chair

Our Donors

Dr. Gayle Kraus, Professor of Marine Ecology at UMM, donated $6,200 to Down East Community Hospital to purchase two high flow oxygen nasal cannula units in memory of her Mother, Muriel L. Kraus.

The high flow oxygen systems will be extremely helpful for patients requiring respiratory assistance. These units will help so many people during high-risk seasons and beyond. They are something that will be used by our Respiratory Therapy Technicians, the Emergency Department and our CRNAs and Anesthesiologists. Our staff and the residents of Washington County will benefit from these high flow oxygen systems for years to come. Dr. Kraus' generosity to this hospital and the community is remarkable and we are forever grateful.

Gratitude for Giving! Our hearts are filled with gratitude for the gifts of our generous donors during 2020.

Businesses

A.C. Inc.
Amazon Smile
Bar Harbor Bank & Trust
Bluebird Ranch / The By Us Co.
Cigaret Shoper
Columbia Falls United Methodist
Dahl Chase
DECH Auxiliary
Down East Credit Union
Estate of Alvin Bowker, Jr.
First National Bank
Hakuna Matata F/V
Hannaford Charitable Foundation
Hanscom Construction
Harris Point LLC
Helen's Restaurant, Inc.
J. L. Huntley
Jasper Wyman & Son DBA Wyman's of Maine
Logan Faye, LLC
Machias Primary Care
Machias Savings Bank
Machias Valley Broadcasting
Maine Veteran's Home
McFadden's Variety Store
Nickerson & O'Day
Paper Talks
Physician Services, Inc.
Pineo Hardware, Inc. dba Pineo's True Value
R H Foster Energy, LLC
Size Matters F/V
Sorrento Dental Associates
Sunrise Eye Care
Varney Agency, Inc.

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DECH Auxiliary

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

Nancy Woodward Allen
Edna Alley
Elizabeth Alley
Donald & Lizzie Alley
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Lynn Barnes
Hillson & Ruth Beal
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Eric J. Robinson
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Althea & Willard Townsend
Billy Townsend
Vicki Townsend
Roy & Jean Tucker

A Year of Thanks

Millie Urquhart
Helen Vane
Sally Vinroot
Hans & Hazel Von Hoffman
Joan & Joseph Waag
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Peter Weston
Frederick Weston
Kiernan Weston
Dr. James Whalen
Newell White
Kenneth Whitney
Burton & Dorothy Wilcox
William Wiles
Marge Wolford
Tom Wolverton
Ralph & Grace Wood
Joseph Craig Wood
Russell Wright, Sr.
Too Many To Name
Dority
Zeke & Grace
Vertland & Debrah

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Joe & Sophie Bragg
Linnie Crane
Dr. Thomas Crowe
Edward Daniels
Muriel Doran
Dolores Hanson
Julie Hixson
Blanche Johnson
Elaine Leavitt
Patsy Look
Kevin & Ashley Loughlin
Emerson MacLaughlan
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Esther Plummer
Dr. Thomas Ryan
Heide Schumann
All DECH Heroes
Family
DECH Employees
Our Loved Ones
The McGlynn Family
Our Family, Near & Far
Our Children
F/V Two Girls
F/V Intimidator
My Family
DECH Auxiliary Past & Present
All Doctors, Nurses, & Staff at DECH
Robert Simpson
Nate Martel

Memorials:

Muriel Kraus
Ann Meyer
Joan Guerra
William Cherry (11)
Carolan Beal (2)
Natalie (Lowe) Catalona
Bert Marian

Mission

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.

Vision

Every patient experience will be exceptional!

Values

Respect
Communication
Ownership
Empowerment
Excellence
Resilience
Integrity
Compassion

These donations were received between January 1, 2020 and December 31, 2020. We have made every effort to ensure the accuracy of this list of donors. If we have inadvertently omitted, misspelled or incorrectly listed a name, we offer our most sincere apologies.

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