

Our Journey — Our Stories



From Leadership



This has been a very exciting year for the delivery of healthcare in the St. John Valley. The commitment of our employees, to reach far beyond the status quo, continues to shape the culture and sculpt the healthcare landscape. Our mission as the area's provider of healthcare is first and foremost to provide citizens with access to the highest quality healthcare, and to exceed expectations in every way, so that all may enjoy life to its fullest in the beautiful and unique surroundings of the St. John Valley.

We celebrate our employees for the top performer distinctions and quality awards earned this year. These honors, which appear throughout this report, are a direct result of our patients sharing their perspectives with us regarding patient experiences, as well as the dedication and commitment of the entire NMMC healthcare team.

By simultaneously improving health, by providing the highest quality healthcare and by lowering costs for the population served, we remain focused on the patient experience and expansion of care coordination as key areas of service which we believe are the core elements to remaining steadfast and strong. We value patient feedback in such high regard that we are in the planning stages to include more opportunities to gather feedback, utilizing firsthand patient perspectives, in the ongoing evaluation of our services in the coming year.

On our journey to becoming a High Reliability Organization, we continue to embrace best practices to optimize healthcare performance. Because of Northern Maine Medical Center's position as a top healthcare provider, you can count on us to deliver the services to you and to your loved ones now and into the future. We pledge to keep you at the center of all we do and we invite you to join us on our journey to high reliability.

Best Regards,

A handwritten signature in black ink, appearing to read "Peter J. Sirois".

Peter J. Sirois
President and CEO

A handwritten signature in black ink, appearing to read "John Ezzy".

John Ezzy
Board of Trustees Chairperson



Zero Harm From Bedside to Boardroom

BECKER TOP 100 HOSPITAL

Based on the analysis of several reported rankings and awards, Becker's Hospital Review included Northern Maine Medical Center in the Top 100 Great Hospitals in America for a second consecutive year. The hospitals selected for this top ranking are renowned for excellence and are industry leaders in innovation and quality patient care and have received recognition across various publications and accrediting organizations.



Orthopedic care management across the continuum

RN, Amy Ricciardi ensures that orthopedic patients have what they need to manage their recovery after the office visit.



Hannah Voisine with daughter Ella, returning to the ER for a social visit with Dr. John Joseph after her recovery.

We were checked in to the ER very promptly when I needed care. They listened, they knew what I needed and made it happen quickly and efficiently. It was a great experience!



Environmental Services personnel, Kimberly Connell with patient, Rolande Fournier.

Everyone is part of the patient experience.



Louise Gendreau

The Courtesy Home Visit Program provided follow up for Louise Gendreau in the comfort of her home. The relaxed visit allowed ample and uninterrupted time to ensure that Mrs. Gendreau had all the knowledge and tools she needed for her continued recovery at home.



Alain Ouellette

The staff attention given to me in the ICU was second to none. What impressed me the most was the professional approach of NMMC's care philosophy, right down to the housekeeping staff. They took genuine interest in my condition and often asked if they could provide anything to ensure all was in order and to my satisfaction.

Volunteerism Highly Valued

Volunteers hold an important place in serving people and making a significant difference in so many ways. Whether it is answering a question, escorting to a destination, reading, praying, playing games or music – even a simple friendly smile or conversation, can make a difference. Coming to or being in an unfamiliar place may sometimes be intimidating, especially when you add illness, worry and isolation into the picture. Volunteers are an important addition to the healthcare team and they play a critical role in the hospital's and the nursing home's mission to ensure a positive experience.

The benefits of volunteering are also experienced by volunteers themselves in meeting new people, learning new skills, gaining experience, making a difference in the lives of others and improving self-worth. Witnessing the challenges patients face on a daily basis also creates an appreciation for life all the more.

According to a special health report published by Harvard Health Publications helping others kindles happiness. When researchers at the London School of Economics examined the relationship between volunteering and measures of happiness in a large group of American adults, they found the more people volunteered, the happier they were. The sense of accomplishment resulting from volunteering offers a sense of pride and self-confidence. The regular contact with others is a natural deterrent to stress, isolation and depression.

We thank all the volunteers who freely donated nearly 3,000 hours in the past year to enrich the lives of others!



Claudette Babin

Brings happiness and smiles with her 20 year old dog, Princess.



Leone Saucier

So generous with her time and a genuine giving person.



Dick Marston

It started out as one engagement to play music at a local residential facility and after 5 years, the rest is history



Linda Marquis

Her smile puts everyone at ease.



Frances LaBrie

Welcome Desk volunteer always there to escort patients to their destination.



Sunshine Boys

They not only bring pleasure to the senses with their music but also comforting hugs.



Makenna's Story of Courage



Makenna Pelletier, daughter of Danielle and Corey Pelletier, was diagnosed at the tender age of 2 ½ years with a brain tumor. Mom and Dad began noticing that Makenna seemed to limp but thought nothing of it at first because she began walking later than usual and was described as a clumsy child. When the symptoms expanded to weakened eye muscles and headaches, the level of alarm rose and they immediately sought medical advice.

Their family healthcare provider, Dr. Kristin Hartt, ordered an MRI which showed a tumor of the brain stem. Danielle recalls that the week they waited to obtain confirmation of the diagnosis from Boston was “the longest week of our life”!

Makenna was a real trooper throughout the year of intense treatment. Her strength is what energized her family the most during these very difficult times. Supported by the Edgar J. Paradis Cancer Fund, the family recalls that without the support of the Fund and their community, they could not have focused on what was most important –the recovery of their young child.

Now age 4, Makenna has completed two regimens of chemotherapy which has shrunk the tumor to the point where they

consider it dead tissue. Because the tumor could recur at any time until she reaches adulthood, Makenna requires close monitoring every three months for the next several years and will need the valued assistance of the Cancer Fund and the community.

The family describes how unbelievable Makenna's progress has been and how far she has come in her short life. Along with her weekly Physical and Occupational Therapy sessions, she attends a play group which she enjoys tremendously and her Mom reports with a smile that Makenna has a boyfriend!

To learn more about the Cancer Fund and how you can provide support, go to www.paradiscancerfund.org.

The Fund in 2017

(fiscal year ending April)

Cumulative families helped through 4/30/17	1,459
Families assisted in 2017	46
Cumulative aid provided through 4/30/17	\$1,008,000
2017 Outright donations	\$140,000
2017 Major Fundraisers	\$23,000
2017 Paid Out to Local Families	\$72,000

*All dollar amounts provided rounded to nearest \$1,000.

Financial Report

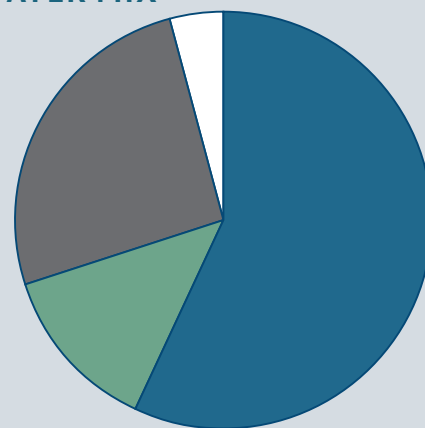
Northern Maine Medical Center plays a major role in health and wellness of the residents it serves as well as impacting the social and economic strength of the region. More than 12 percent of Maine's total employment is supported by hospital employment. That's the highest percentage of any state in the nation. Given the age of Maine's workforce, job opportunities are expected not only to continue but to exceed those resulting from growth. In 2017, Northern Maine Medical Center pumped \$111,606,000 into the local economy. A total of 525 employees were supported with a payroll and related expenses of \$32,876,000. The money employees earn is spent on groceries, clothing, mortgage payments, rent and many other expenditures. These dollars generate \$88,765,000 in total economic activity for the local economy.

NMMC spends money on the goods and services needed to provide health care, for example, medical supplies, electricity for the buildings, and food for patients. Funds spent to buy goods and services flow from the hospital to vendors and then ripple throughout the local economy for a total direct and indirect impact of \$17,444,000.

PAYER MIX & CHARITY CARE/ BAD DEBT

In 2017, Northern Maine Medical Center provided \$729,000 in free care to those who qualified and absorbed over \$1,782,000 in care for which payment did not cover the full cost.

PAYER MIX



- Medicare 57%
- Commercial 26%
- Medicaid 13%
- Self-Pay 4%

NMMC IMPACT ON JOBS & ECONOMY

	2016	2017
Jobs	959	965
Payroll	\$83,277,374	\$88,765,143
Supply purchases	\$17,045,864	\$17,444,419
Capital Spending	\$14,085,525	\$ 5,396,663
Total Impact	\$114,408,763	\$111,606,225

2-YEAR COMPARISON

	2016	2017
Bad Debt	\$1,375,000	\$1,782,000
Charity Care	\$766,000	\$729,000
Capital Expenditures	\$1,808,000	\$2,101,000
# of full time employees	395	397
Wages and benefits	\$30,590,000	\$32,633,000

FINANCIAL ADVOCACY

At Northern Maine Medical Center, the Finance Department pledges to be transparent in providing cost efficient and appropriately priced health care services. The Patient Financial Services Team's priorities are to assist and guide our patients to: navigate through the complexities of health insurance benefits and eligibility, guide you to apply for financial assistance when you need it, take advantage of available payment discounts and create a secure and personal portal account to assist in the management of health care expenses by opting for electronic statements.

PHOTO Back row, left to right: **Candace Hafford, Crystal Condo, Dawn Pelletier, Lynne Babin, Michelle Guerrette, Wendy Vailancourt, Sara Jandreau** Front row, left to right: **Terri Harrington, Shawna Larrabee, Susie Pelletier, Paula Theriault, Nola Sirois**



Danielle Dumond, RN makes a courtesy visit to the home of Michelle & Eddie Jandreau



LATEST TECHNOLOGY ENHANCES THE BIRTHING EXPERIENCE

Giving birth to their third child, Michelle and Eddie Jandreau were no strangers to the labor and delivery experience. This time however, they experienced something quite different during labor. The wireless and unobtrusive method to monitor the baby's heartbeat during labor offered so much more comfort to Michelle throughout the birth experience in terms of freedom of movement during and between contractions and ensuring the most comfortable position for Mom.

The latest in wireless monitoring systems in Aroostook County greatly enhances the birthing experience. The cable free system allows for easier monitoring of the baby's heartrate as well as maternal monitoring. The device is patient friendly and convenient, can be used in the shower and allows the laboring mother to indulge in more natural positioning during the birth experience.

“What stood out about the experience was the fact that it was much easier to move around and much more comfortable without the wires. I felt more freedom to move into comfortable positions without displacing the monitor.”

Quality



NRHA TOP 20 HOSPITAL

Honored as a Top 20 Rural Community Hospital in the U.S. by the National Rural Healthcare Association, the quality designation represents the excellence achieved in the hospital's overall performance based on a composite rating from eight indices of strength: inpatient market share, outpatient market share, quality, outcomes, patient perspectives, costs, charges and financial stability. As one of the hospitals who earned the prestigious distinction, the success is attributed to the employees for their steadfast commitment to best practices and support for a culture of safety.



TOP RATING

Double Five-Star Rating in both the 'overall rating' and the rating by patients for excellence in the patient experience
The top rating reported by the Centers for Medicare and Medicaid Systems represents a summary for up to fifty-seven quality measures reflecting common conditions. The measures used to calculate ratings include mortality, readmission, complications, imaging efficiency, unplanned hospital visits, process of care, healthcare associated infections and patient satisfaction.



Dr Harris successfully removed all obstacles for transporting Martha to board the air ambulance in Frenchville on December 23, 2016, arriving at Johns Hopkins three hours later where she would be enrolled in a study and receive a liver transplant five days later.

Experiences

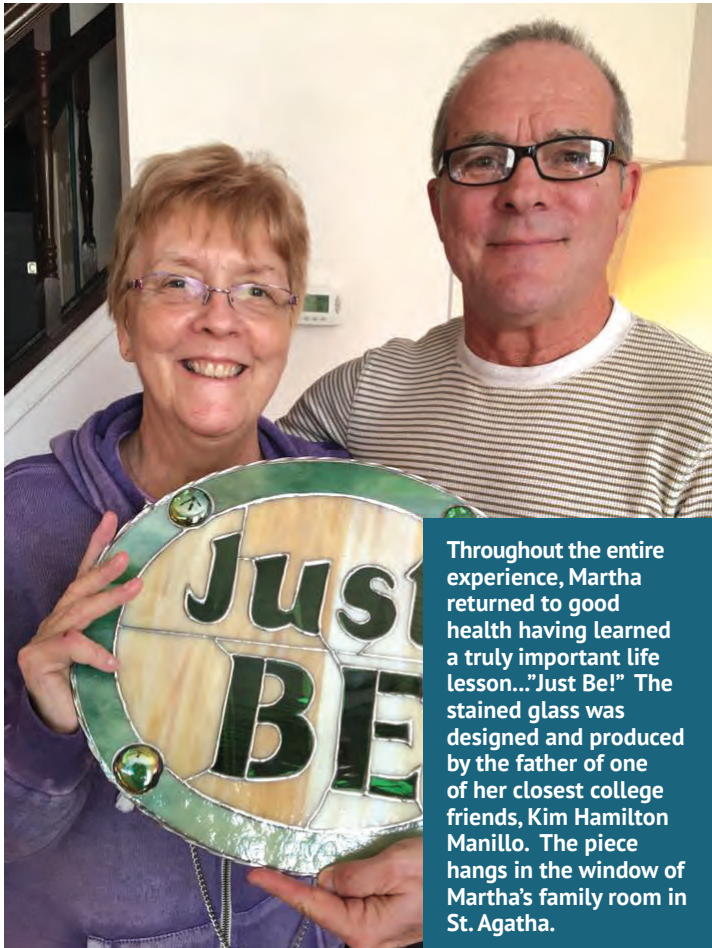
JUST BE!

While decorating the family Christmas tree in 2016, Lester Michaud noticed that his wife Martha's eyes were yellow and that she looked 'horrible'. This observation would be the start of a cascade of events which changed their lives forever.

It started with a trip to the Emergency Room at Northern Maine Medical Center where the couple learned that Martha was in liver failure. From there, she was transferred to a tertiary care facility where she spent two weeks undergoing diagnostic testing. She would learn that she was not a candidate for a liver transplant due to the advanced stage of her liver disease and that her only option was hospice care.

Returning home to her local healthcare provider, Lisa Eno, FNP-C, Martha's case was discussed with Internist, Dr. James Harris, for his assessment and treatment recommendations. Lester recalls, "I was at home and we were waiting for the inevitable to happen. I was sitting at the kitchen table trying to figure out how I would live without my wife and then the phone rang." The caller was Dr. Harris, requesting to meet with the couple as soon as possible. Unrelenting, the medical team, led by Dr. Harris, worked through numerous barriers and arranged for Martha to be accepted at The Johns Hopkins Hospital in Baltimore, Maryland where she ultimately underwent a liver transplant.

"If Lisa had not done her job as well as she did to advocate with Dr. Harris for me, I would not be alive today. The experience made me a different person, a better person. Beautiful things happened – we connected with people we had not seen in years. We had community support from all over and we always felt throughout the journey that we had a team of people looking out for us."



Throughout the entire experience, Martha returned to good health having learned a truly important life lesson..."Just Be!" The stained glass was designed and produced by the father of one of her closest college friends, Kim Hamilton Manillo. The piece hangs in the window of Martha's family room in St. Agatha.

Health of Our

Our mission is to be the area's provider of choice for healthcare and we also believe that improving community health through direct investments in wellness and disease prevention, at both the individual and community levels, is an equally critical part of our mission, vision and values.

According to the most recent OneMaine Health Community Health Needs Assessment, the highest percentage of overweight youth was reported from Aroostook County when compared to the state of Maine. By understanding the health needs of our communities, we are able to design and implement strategies aimed at raising the quality of life of the people we serve. As a leader in the healthcare industry, we are positively impacting the quality of life of local citizens beyond the physical walls of the hospital by the actions and partnerships we have undertaken in the past year.

To learn more, read our Community Health Needs Assessment Action Plan at nmmc.org



Tar Wars, led by Dr. Silwana Sidorczuk and Rebecca Michaud, RN, is a tobacco free education program geared toward middle school students and designed to teach kids about the health effects of tobacco.



The Superhero 5K run is a family friendly event offered in partnership with the Four Seasons Trail Association to support healthy and active lifestyles, while combining fun and competition.



Rally in the Valley is a mountain bike festival for kids of all ages and all levels of skill. In cooperation with the Fort Kent Outdoor Center, two different tracks are offered to keep participants challenged while offering biking safety tips.

Communities



The Imagination Library, a book gifting program mails free, high quality books to children from birth until they begin school. The program was founded by Dolly Parton and is funded by various donors through the United Way.



Buying local supports local farmers and jobs. Additionally, the availability of the fresh products increases the chances of people making healthy choices.



RSVP Bone Builders is an evidence-based program which helps the body to increase bone density and reverse the effects of osteoporosis.



Tai Chi classes, led by volunteer instructor, Bill Loder, are an opportunity to improve physical and mental well-being by combining agile steps, joint-safe exercise and mental strength to improve mobility.

Profiles in Leadership



The typical day of a healthcare provider in the twenty first century encompasses a role far beyond possessing the clinical expertise necessary to care for their patients. Providers must be increasingly familiar with administrative tasks, they must be proficient with the operability of the electronic health record and they must be prepared to advocate daily with third-party payers for the treatment pathways they choose for their patients.

All Board Certified or Board eligible, Northern Maine Medical Center's nurse anesthetists, nurse practitioners, physician assistants and physicians are an inspiring team of clinicians who manage tens of thousands of patient encounters each year.

OUR PROVIDERS

Anesthesia

Andrea Cyr, CRNA
Lynn Littlejohn Cyr, CRNA
Michael Saucier, CRNA
Dr. Sarah Smith

Emergency Department

Dr. David Jones
Dr. John Joseph
Kathleen Moneghan, PA-C
Dr. Erik St. Pierre
Brad Schmeling, PA-C
LeAnn Shelmire, PA-C

Family Practice

Charles Albert, PA-C
Jennifer Bresett, FNP-C
Dr. Christina Freston
Dr. Kristin Hartt
Christy Madore, FNP-C
Debra McGlaughlin, FNP-C
Sonya Poiesz, FNP-C
Dr. Silwana Sidorczuk
Tyler Stoliker, FNP-C

General Surgery

Dr. Rodney Lahren

Hospitalist

Dr. Danae Kershner
Dr. David Lavoie
Dr. Vito Longobardi
Dr. Diane Pine
Dr. Thomas Ryan
Dr. Daniel Stanhiser
Dr. Michael Sullivan

Internal Medicine

Steve Albert, FNP-C
Paula Carson-Charette, FNP-C
Keith Chasse, PA-C
Dr. Liia Doumanovskaia
Lisa Eno, FNP-C
Dr. James Harris
Dr. Guy Raymond

Orthopedics

Dr. John Hallberg

Psychiatry

Dr. Mark Overton
Melissa Stoliker, PMHNP

Podiatry

Dr. Olivia Newton

Oncology

Dr. Hussain Naseri
Dr. Iqra Choudary

OB/GYN

Dr. Brian Wall



Dr. Erik St. Pierre

Emergency Department Medical Director

Champion for antibiotic stewardship and recognized at the national level as a leader to advance appropriate and safe antibiotic prescribing.



Dr. John Joseph

Emergency Department Physician

Possesses a strong commitment for saving lives by providing free training to the public on CPR and the use of a defibrillation device.



Dr. Kristin Hartt

Family Medicine and Obstetrics

Proponent for creating a learning environment for medical students and a model setting for strong retention of medical providers.



Dr. Cameron Grange

*Family Medicine,
Fish River Rural Health*

Pledged himself as a resource for his peers in the fight against the Opioid addiction crisis.



Dr. Silwana Sidorczuk

Family Medicine

Launched Tar Wars, a tobacco awareness and reduction program for elementary school students in the St. John Valley. Serves as President-elect for the Maine Academy of Family Physicians.



Dr. David Jones

Emergency Department Physician

Recognized for 8 years of volunteer service on Maine's Board of Medicine.



Paula Carson-Charette, FNP-C
Nurse Practitioner

Served as Chair of the Legislative Committee for the Maine Nurse Practitioners Association.



Dr. Christina Freston

Family Medicine and Obstetrics

At the forefront of directing the Hospitalist Program.



Dr. Michael Sullivan

Hospitalist

Selected to serve on the Maine Board of Medicine.



**Kathleen Moneghan, P.A.-C &
Tyler Stoliker, FNP-C**

Devoted to Diabetes prevention by serving as mentors and teaching the public the strategies necessary to be successful in making healthy lifestyle choices.

2017 Donor Recognition

In keeping with the commitment to our patients to provide the highest quality services in a state of the art facility, the Northern Maine Medical Center Board of Trustees and Leadership Team have authorized a plan for the renovation and expansion of the Operating Room as one of the next vital facilities projects for 2018-2019. The project will improve workflow, provide additional space to better house the increase in technology utilized in today's surgical arena and provide greater efficiency in storage capacity and staff utilization.

At Northern Maine Medical Center, we are fortunate to have the support of the people who invest in our facility and our services for the people of the St. John Valley. We would like to take this time to recognize our donors for their most generous contributions whose compassion and loyalty is truly inspiring.

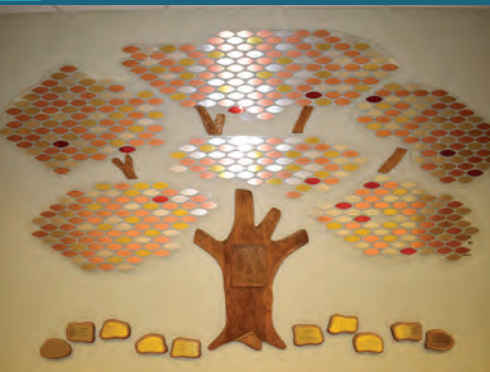
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Dr. Donald and Robbin Sawyer
Peter and Nola Sirois
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MEMORIAL DONATIONS

Hilda Grandmaison *by Bernice Charette and family*
Edward Thibeault *by Frances LaBrie*
Leonard Dubois *by Charles and Jennifer Albert*
Gayle Pelletier *by Ken L Electric*



A Lifetime of Service

YEARS OF SERVICE ON THE
BOARD OF TRUSTEES
1983 -1992, 1994 -2003 AND 2005 -2017

RONALD DAIGLE



Ronald Daigle first joined Northern Maine Medical Center's Board of Trustees in 1983, 31 years after it first opened its doors and the same year that the Madawaska Outpatient Center was established. At the time, the Board numbered twenty-seven members and the medical staff all ran private practices. Today, as he retires, the Board numbers 11 members and the medical staff are all hospital employed.

Mr. Daigle devoted a lifetime of volunteer service and leadership to the Board of Trustees which has spanned over more than 30 years. Whether working to recruit and retain providers to rural Maine, carrying out the mission of the hospital to ensure quality care or dealing with the challenging financial matters facing healthcare, he served the people of the St. John Valley with a strong commitment to high quality and transparency.

The Northern Maine Medical Center family wishes to convey its deepest gratitude to Mr. Daigle for his support of the hospital mission, vision and values and his years of work toward the success of the hospital for the benefit of the patients it has served for nearly 66 years.

“In my 30 years with Northern Maine Medical Center, there is one board member that truly stands out for the critical role he played in the long-term success and viability of the organization – he is Ron Daigle. Throughout his tenure, he demonstrated and demanded immense devotion and compassion to make certain a quality hospital would always be available for the patients of the St. John Valley. Trustees like Ron Daigle are why Northern Maine Medical Center is one of Americas Top 20 Rural hospitals in the country today.”

– Peter J. Sirois, President and CEO



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nmmc.org

