



northern maine  
MEDICAL CENTER

RURAL STRONG



2020 ANNUAL REPORT

# Leadership Message



To paraphrase Benjamin Franklin, nothing in life can be said to stay constant, but not one of us could have predicted the enormous changes that we have endured this year as a result of the COVID-19 pandemic. These unprecedented times have turned our world upside down and the pandemic has left no aspect of our everyday life untouched in its wake.

Despite what we faced in 2020, we can say with the greatest pride and certainty, that the consistent commitment of the employees at Northern Maine Medical Center has not changed one iota! The spirit and can-do attitude of our employees are nothing less than heroic and inspiring. Every day they come to work with courage and resolve to be here for our patients. Every day they deal with the burden of possible exposure to COVID-19 and the risk of bringing the infection home to loved ones; yet, the strain and fear does not deter them from their mission to be here for our patients.

Throughout all of this, we have continued to make progress with the historic four-story expansion project which will open in 2021. This investment in the future of healthcare will ensure that the people of the St. John Valley will be served with excellent healthcare facilities for years to come.

We are honored to stand beside our dedicated employees, and we also want to thank each and every one of you for doing your part to combat the pandemic. We pledge to you that Northern Maine Medical Center will not spare any energy and resources as we stand in readiness to keep you all safe. By working together to combat the pandemic, we will overcome this ordeal and emerge with the resilience and strength necessary to overcome any future adversity.

Best Regards,

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

Peter J. Sirois  
President & Chief Executive Officer

A handwritten signature in black ink, appearing to read "Mark A. Morneault".

Mark Morneault  
Board of Trustees Chairperson





# Thriving Together

## FLATTENING THE COVID-19 CURVE

In early 2020, concurrent with two of Northern Maine Medical Center's (NMMC) most ambitious ventures since the hospital was founded, the world began facing the worst pandemic in 100 years. Not deterred by adversity, NMMC's workforce stepped up, without hesitation, to learn everything it could so as to be ahead of the curve and to safely manage the COVID-19 virus. As NMMC monitored the status of the pandemic across the country, the opportunity to learn from others was embraced. It quickly became clear that every niche of the organization was going to be affected, at least to some degree, by the impact of COVID-19. The talent and innovation of the workforce emerged from across all levels of the organization. Some changes would require sophistication to implement and others were quick and simple adjustments to workflow processes.

INFRASTRUCTURE needs were identified to protect employees, patients and the public such as: the need to retrofit more patient rooms equipped with negative pressure ventilation, containment for stretcher transport, plexiglass guards at all interaction checkpoints, storage for safeguarding Personal Protective Equipment, and safe space for visitation in long-term care.

As more was learned about managing the virus, PERSONNEL needs expanded such as the need for: screeners to assess all who entered the premises for symptoms of COVID-19; environmental service workers for the increased sanitizing needs; clinical personnel for the additional time required for care of patients and accelerated infection transmission strategies; and staffing for COVID related services such as the Respiratory Symptoms Clinic, the COVID Swab Clinic and the COVID Vaccine Call Center. Virtually everyone in the organization had to learn new processes, whether it was disinfecting the environment, food handling, clinical protocols, performing new diagnostic tests, or learning to do business through virtual methods. The determination of the people to overcome adversity has been the guiding light to help us persevere and emerge together even stronger.

### 'CAN DO' COMMUNITY SPIRIT

The people of the St. John Valley, known to be altruistic in nature, responded enthusiastically in support of healthcare workers during the pandemic. More people and businesses than can be named provided support in the form of snacks, meals, face masks & shields, gowns, space to stage clinics and free ads. It is this community spirit which makes northern Maine a special and treasured place to live.



### NEW NORMAL

- Sanitation breaks replace coffee breaks
- Elbow bumps replace handshakes
- Take-out meals replace dine-in
- Home offices become standard
- Hybrid school models
- Masks become fashion accessories
- Glass barriers provide protection
- Home hair salons
- Virtual meetings and events

# Financials

According to the Maine Hospital Association, Maine's hospitals are some of the largest and most active economic and civic institutions in the state. As a leading employer and healthcare provider, Northern Maine Medical Center (NMMC) positively impacts the local economy in a number of ways. For example, projects in the scope of the work undertaken in the past year generated local jobs and revenue, resulting in improved healthcare delivery for the community and boosting the local economy with the addition of jobs through the use of local contractors.

NMMC's capital expenditures of \$9.4 million in 2020 more than tripled the amount expended in 2019 for capital improvements.

## Investment in modernization and recruitment potential

### *Historic four-story expansion*

Patients will experience many benefits from the construction of a 15,600 square foot, state-of-the-art four-story addition to NMMC's existing hospital, which will accommodate the renovation and enhancement of key clinical and support spaces in need of modernization.

On the third floor, the surgical department is undergoing a complete renovation with the addition of two new modern operating rooms with a private elevator dedicated to patient transport.

On the second floor, a new gymnasium will be created for the inpatient child psychiatric unit to provide a physical outlet, an important component to the mental health treatment plan.

On the first floor, the new laboratory will be located adjacent to radiology which will allow efficiencies in the shared reception and registration area and bring it up to today's standards.

The ground floor will house an expanded, modern, and welcoming cafeteria, offering more space and dining options for employees and the public.

## Investment in safety and efficiency

### *Cerner electronic health system -one record, one portal*

The second significant capital investment will benefit patients through the implementation of a single source electronic medical record. The new integrated system will enable more coordinated and efficient care, eliminating the need to access multiple electronic data systems. Prior to this implementation, NMMC utilized five different systems which compartmentalized various portions of the patient's medical record.

Whether it is an emergency visit, inpatient hospitalization, or an outpatient visit, ALL of the information will now be available at one point of access. The new system will strengthen clinical decision-making by integrating patient information from multiple sources into a single point of access.

The system upgrade will make NMMC one of the most wired healthcare organizations in northern Maine with the ability to provide safer patient care by eliminating data entry and providing more efficient workflows for staff. The anticipated launch timeline is April 12, 2021.



## TOUR DE LA VALÉE from the road



Patients and families in similar situations to Bernice Bouley are fortunate to have the generous support of the surrounding communities through the Edgar J. Paradis Cancer Fund (EJP). According to event coordinator, Claire Moss, the annual signature event of the Cancer Fund, the Tour de la Vallée, went on this year despite the challenges of the pandemic. Although participation was down from previous years, the event raised nearly \$20,000 in combined sponsorships, donations, pledges and registration fees.

Travis Guy, EJP Board Chair, reports that 39 new families were assisted by EJP during the last fiscal year, in the amount of nearly \$72,000.



The Cancer Fund is pleased to announce that it was awarded a two-year grant from the Maine Cancer Foundation in the amount of \$40,000 for the purpose of support for transportation to and from cancer services for St. John Valley residents.



## From the Other Side

Bernice Bouley has been a Certified Nursing Assistant since 1992. Anyone who has ever encountered Bernice, learns very quickly how much she loves her job. Without fail, she treats everyone with genuine love and compassion.

In January of 2020, Bernice experienced the unimaginable. While in the shower, something happened that everyone dreads—she found a lump in her breast. From that moment on, things would forever change for Bernice and her family. She describes being in shock; the nightmare she never expected was beginning. In March, she received the diagnosis of Stage III breast cancer which had spread to her lymph nodes.

In the healthcare field for twenty-nine years, Bernice faced a role reversal -she was now the patient. Having supported hundreds, if not thousands of patients in her career, she was not prepared to be on the other side of the fence.

Her treatment plan started with chemotherapy followed by surgery, and most recently, she completed a round of radiation treatment which was filled with challenges all along the way. Following the first chemotherapy treatment, she immediately lost all of her hair. Emotionally, this greatly added to her loss as she had the most beautiful thick, jet black hair and her long braid was envied by many. “Loss of my identity and my ability to work throughout this process was devastating. Second only to my family, these are two of the most important things in my life -it was devastating.” Her

husband, John, her greatest supporter through it all, took a leave of absence from his work so he could be by her side every step of the way.

Bernice considers herself fortunate to have been able to access cancer care close to home, especially since the people who were now her caregivers, had been her coworkers for so many years, offering her an additional layer of support. She was able to access financial resources from the Edgar J. Paradis Cancer Fund to assist her with the frequent travel for radiation treatment. She said the staff took care of everything and made the application process smooth and worry-free for her and her husband.

Looking back on her journey, she wants to be sure she shares with others what she has learned. She said, “You can believe you are sincere and empathetic to others’ situations but until you walk the path yourself, you really do not know what someone is going through so just listen to them and be there for them.” Lastly and no less important, she recommends routine breast exams and mammograms. Bernice notes that she was not aware of any breast cancer history in her family so she did not take seriously the need to seek preventive care for herself and did not have routine mammograms. Now at the one-year milestone after the initial cancer diagnosis, she says, “I love the diversity of my job and I am looking forward to going back when I am released by my doctor.” She continues to be under the care of Northern Maine Medical Center’s Oncology Team and looks forward to her life as it was one year ago.

# Creating Rainbows, Creating Hope

## REFLECTIONS FROM THE FRONTLINES

The year 2020 brought many new challenges to the world, but was especially taxing on healthcare workers. The new norm included foggy glasses, sore ears, mask fatigue, becoming the sole emotional support system for isolated patients, seclusion from family members and more. NMMC employees, however, rose to the occasion. When asked what their memories of the past year have been, their statements were filled with positivity and promise. We are grateful for their commitment to their professions and to the vision of NMMC.



*innovation*



*relearning*



*new standards*

*partnerships*





appreciation



growth



safety



thank you!



grateful



teamwork



# Leadership

## COURAGE, COMPASSION, RESULTS

Clinical excellence, dedication to quality and strong leadership attributes are prerequisites for building the framework to create a High Reliability Organization. Northern Maine Medical Center's medical teams are one of the vital components of the collaborative efforts that exist at all levels of the organization. They are focused on a common goal, which is, to provide the very best patient-centered healthcare to the residents of the St. John Valley. These remarkable professionals dedicate their lives to the health and safety of their patients every day.



**BE Gold Star**  
Standards of Excellence

2020 Hospital and Healthcare Organization Program

**PLATINUM AWARDEE**

*We've been recognized for addressing tobacco use and secondhand smoke exposure*

**BREATHE EASY**  
REDUCING SMOKE EXPOSURE IN MAINE

### Platinum level recognition

The Gold Star Standards of Excellence recognizes achievement in compliance to the Gold Star Standards defined by the Maine Tobacco-Free Hospital Network: reduce tobacco use and create tobacco-free areas for patients, employees and visitors through evidence-based strategies; provide training, policies, and assistance to quit and declines to support or accept any contributions from tobacco companies. To learn more: [www.tobaccofreehospitals.org](http://www.tobaccofreehospitals.org)



### Commitment to Quality Award: Bronze Level

Forest Hill Rehabilitation and Skilled Nursing Center was recognized by the American Health Care Association and National Center for Assisted Living for its commitment to improving the lives of residents through quality care. To learn more: [www.ahcancal.org](http://www.ahcancal.org)



## Medical Staff Officers, & Representative Members

President, Cameron Grange, MD

Vice President, Silwana Sidorczuk, MD

Secretary-Treasurer, Shahriar Anoushfar, DO

## Medical Staff Committee Chairpersons

Joint Conference & Long-Range Planning - Cameron Grange, MD

Medical Executive - Cameron Grange, MD

Credentials & Bylaws - Paul Pelletier, MD

Peer Review & Quality - Silwana Sidorczuk, MD

Clinical Services - James Harris, MD

Utilization Management & Medical Records - Paul Pelletier, MD

Psychiatry - Mark Overton, MD

Surgical Services - John Hallberg, MD

OB-Nursery - Kristin Hartt, MD

Pharmacy & Therapeutics - James Harris, MD

Tissue & Transfusion - Danae Kershner, DO

Emergency Department - Erik St. Pierre, MD

Opioid Stewardship - Alexandra Roberts, MD

Primary Care - Kristin Hartt, MD

## Department Directors

Cardiopulmonary - James Harris, MD

Emergency Department - Erik St. Pierre, MD

Hospitalist Service - Dana Kershner, DO

Laboratory - Michael Porter, MD

Radiology - Scott Drummond, DO

Surgery - David Coffman, DO

Surgical Services - Andrea Bouchard, CRNA

## Other

Chief Medical Officer and Medical Director for Forest Hill and NMMC's Rural Health Centers,  
Kristin Hartt, MD

Medical Director for the Valley Unified Schools,  
Alexandra Roberts, MD

Board of Trustees member,  
Erik St. Pierre, MD

President, Maine Academy of Family Practice Physicians,  
Silwana Sidorczuk, MD

Respiratory Clinic Lead,  
Lisa Eno, FNP-C

David Coffman, DO, Surgeon member, Board of Directors, National Board of Certified Registered Nurse Anesthetists

Andrea Bouchard, CRNA, medical staff, peer representative

Jennifer Bresett, FNP-C, medical staff, peer representative

## Assistant Professors, Frank H. Netter MD School of Medicine, Quinnipiac University

Site Director, John Joseph, MD

John Karod, MD - Urology

Andrew Hallberg, MD - Orthopedics

John Leblanc, MD - Orthopedics

Albert Whiting, MD - Ophthalmology

Tyler Stoliker, FNP-C

Paula Carson-Charette, FNP-C

Laura Silver, DO

Michael Sullivan, MD

Vito Longobardi, DO

Dana Kershner, DO

Shahriar Anoushfar, DO

Paul Pelletier, MD

Joyce Hebert, MD

Cameron Grange, MD

Alexandra Roberts, MD

Kristin Hartt, MD, OB GYN

David Ettinger, MD

Walter Doerfloer, DO, MD

Erik St. Pierre, MD

## Instructors, Frank H. Netter MD School of Medicine, Quinnipiac University

Lisa Eno, FNP-C

Melissa Stoliker, PMHNP

## Clinical Leads, Frank H. Netter MD School of Medicine, Quinnipiac University

Psychiatry, Mark Overton, MD

Primary Care, Kissonie Bair, MD

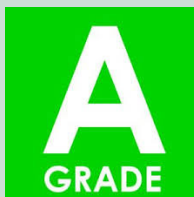
Residency Program, Michael Sullivan, MD

Internal Medicine, James Harris, MD

Surgery, David Coffman, DO

### A Grade

Awarded by The Leapfrog Group, an independent national watchdog organization, an 'A' grade for safety is a national distinction for achievements in protecting patients from harm and providing safer healthcare. The transparent hospital performance reports provide consumers with the lifesaving information they need to make informed decisions. To learn more: [www.hospitalsafetygrade.org](http://www.hospitalsafetygrade.org)



### Top 100 Hospital in America

The Becker Healthcare editorial team selects hospitals recognized for their excellence in the industry and for their rankings in innovation and quality patient care. To learn more:

[www.beckershospitalreview.com](http://www.beckershospitalreview.com)



Five-Star Quality Rated  
by Centers for Medicare and Medicaid Services



### Five-Star Quality Rated

The Centers for Medicare and Medicaid Services recognized Forest Hill and Northern Maine Medical Center for clinical quality patient care measures. This information assists consumers to make informed decisions about their healthcare. To learn more: [www.cms.gov](http://www.cms.gov)

# Benefactors Support Modernization

For nearly seventy years, Northern Maine Medical Center, NMMC, has shaped healthcare in the St. John Valley. Recognizing the need not only to preserve but also to upgrade facility infrastructure for the continuation of state-of-the-art healthcare services, the Northern Maine Medical Center Foundation's 2019-2020 capital campaign is an investment in the modernization of the hospital's facilities and a commitment to the mission to sustain exceptional care and experiences for our patients.

Owing to the generosity of donors, NMMC was able to move forward with the historic building expansion. It is with deepest gratitude that we recognize our contributors, who positively impact the healthcare experience of patients by helping to make the historic building expansion a reality for the people of the St. John Valley.

In 1952, when the hospital was originally built, donor names and contribution amounts were registered on a framed Founders List, prominently displayed in the halls of the hospital. Based on the amount donated, donors were further memorialized on solid brass plaques, also displayed throughout the organization.

For the 2019 –2020 campaign, donors who committed to a pledge greater than \$1,000 will have their names inscribed on glass panels in a prominent section of the new construction. Contributions may be made as a one-time donation or as a five-year pledge. Pledges in the amount of less than \$1,000 will be displayed in a public area utilizing a wall mounted, interactive, electronic display.

▼ Progress continues to be made as different spaces begin to take shape.

## Ongoing Progress



Energy efficient windows will have the added bonus of providing natural light.



A new café will offer spacious seating for eat-in guests.

## BEFORE



## UPDATED



◀ Although some fixtures have not yet arrived, the vast improvements to Operating Room expansion has been exciting to see.

## WE APPRECIATE OUR DONORS

### \$100,000

ACADIA FEDERAL CREDIT UNION

### \$60,000

LONG LAKE ICE FISHING DERBY

### \$50,000

IRVING WOODLANDS

### \$30,000

ANONYMOUS

### \$25,000

ANONYMOUS  
ANGEL & JAMES CARON  
FORT KENT LIONS' CLUB  
UNITED INSURANCE

### \$20,000

NORSTATE FEDERAL CREDIT UNION

### \$10,000

FRANK MARTIN SONS, INC.  
NOLA M. HARRIGAN  
KATAHDIN TRUST  
LUCILLE & WILLIAM LODER  
LISA & MARK MORNEAULT  
NMMC GUILD  
REBECCA & DR. MARK OVERTON  
PELLETIER MOTORS  
DONNA & KEITH PELLETIER  
RENA & JAMES PELLETIER

### \$5,000

R. F. CHAMBERLAND, INC.  
S. W. COLLINS CO.  
DAIGLE & HOUGHTON  
CAROLYN & RICKY DAIGLE  
CINDY & JAMES DAIGLE  
THE JOHNSON FAMILY  
LABRIE FARMS, LLC  
JANE & DR. PAUL MORIN  
NORTHERN DOOR INN  
PARADIS INVESTMENTS/JEAN PARADIS  
LILLIAN & RUDOLPH PELLETIER  
JACKIE & JIM ROY  
SHERIDAN CONSTRUCTION  
ERIK ST. PIERRE, MD  
MICHAEL SULLIVAN, MD  
LEE R. THERIAULT, CPA  
NANCY & JIM THIBODEAU  
TNT ROAD COMPANY, INC.

TWIN RIVERS  
ROLLANDE & DAN VAILLANCOURT

### \$4,999 - \$2,500

AMANDA TRACY & ALAIN BOIS  
JAMES HARRIS, MD  
CLAIRE MOSS  
PARADIS SHOP 'N SAVE  
NOLA & PETER SIROIS  
SMRT, INC.

### \$2,499 - \$1,000

ANONYMOUS  
J. RUSSELL BOUCHER  
ELLEN & RICHARD COST  
CROSSWINDS RESIDENTIAL CARE  
BEATRICE & RONALD DAIGLE  
LUCIEN DAIGLE, DMD  
DAVID DESJARDINS  
GISELE DIONNE  
SUE & DALE DUBAY  
CLAUDE & GEORGE DUMOND  
ANNE & JOHN EZZY  
JOANNE & RICHARD FORTIN  
ANNE & NORMAN FOURNIER  
DONALD GUIMOND  
JEANNINE & DAVID HOBBS  
JOHN HOTCHKISS IV, MD  
PHYLLIS JALBERT  
NAPA-ROY AUTO PARTS  
THE NADEAU FAMILY  
NURSING ADMINISTRATION  
CHERIE R. & JOHN R. PAGE  
DIANE PINE, MD  
D. PLOURDE LOGGING, INC.  
JOHN P. RAYMOND  
LINDA & DR. RICHARD RAYMOND & FAMILY  
NANCY & DR. GUY RAYMOND  
CAROLE & SCOTT RICHARDS  
RIDGWOOD ESTATES  
NORMA & JOHN ROBICHAUD  
VAL & DAVE ROSSIGNOL  
ST. JOSEPH MEMORY CARE, INC.  
SWAMP BUCK RESTAURANT  
LUCIE & PETER TABOR  
MARIE & LUCIEN THERIAULT

*"Giving is  
not just about  
giving a  
donation.*

*It's about  
making a  
difference."*

-KATHY CALVIN

### NMMC Foundation Capital Campaign

**GOAL:**  
**\$600,000**

Donations  
Balance



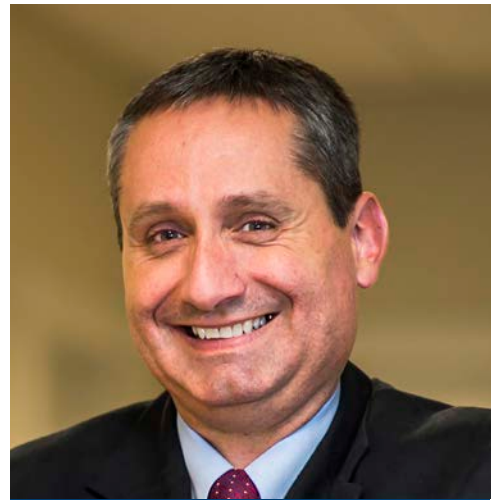
*Thank You!*



JOHN EZZY



ROBERT BELLEFLEUR



DAVID DESJARDINS

## Dedicated Service

“The leadership and resolve of these individuals to succeed, along with a high level of engagement, knowledge and innovation, has been vital to Northern Maine Medical Center’s successes. In their combined twenty-four years of service, these individuals were steadfastly dedicated to the advancement of the organization to ensure the welfare of the people of the St. John Valley. Countless hours of selfless contributions of their time and expertise have been invaluable in so many ways, especially so in 2020, a year like no other.”

— Peter J. Sirois, President and CEO

## RETIRING MEMBERS OF THE NMMC BOARD OF TRUSTEES

Northern Maine Medical Center (NMMC) saw the departure of three of its trustees at the end of 2020. These three remarkable individuals: Robert Bellefleur, David Desjardins and John Ezzy, contributed their support and expertise throughout their combined twenty-four years of service. They ended their tenure in what was a memorable year with the historic four-story expansion and the onset of the COVID-19 pandemic.

Members from the community who serve on NMMC’s Board donate a tremendous amount of time and valuable expertise in the support of the hospital’s mission. Even without the aforementioned challenges, managing healthcare in the 21st century is not for the faint of heart.

Outgoing Board member, John Ezzy said, “I truly enjoyed the satisfaction of knowing that I had an impact in strengthening the hospital’s financial situation.” Mr. Ezzy led the hospital’s capital fundraising campaign in his last year of service. Mr. Bellefleur said he experienced fulfillment and gratification in being a part of the hospital’s leadership and believed in the “importance of giving back to the community and seeing the dedication and hard work” that is necessary to deliver the best possible care to the residents of the St. John Valley. Mr. Desjardins, echoed these sentiments and shared a sense of pride in being a part of the work which ensures a strong and successful healthcare organization.

NMMC is grateful for the benevolence and leadership of Mr. Bellefleur, Mr. Ezzy and Mr. Desjardins.



194 E Main Street  
Fort Kent, ME 04743  
(207) 834-3155

[nmmc.org](http://nmmc.org)

