



## *On Course*

*Mount Desert Island Hospital Annual Report 2009 / 2010*





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*Chosen for their special talents, Board and Committee members are volunteers and received no compensation of the time they give to the Hospital. Thousands of hours are donated yearly by the men and women who serve on MDI Hospital's Board and Committees.*

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*The following individuals hold the lifetime appointment of Honorary Trustee in recognition of their outstanding service to MDI Hospital:*

Loy Andrews  
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*Note: Board Chairman and CEO are ex-officio of all committees.*

*\* Staff Member*





## *A Message from Julian Kuffler, MD, MPH* President of the Mount Desert Island Hospital Medical Staff

Time spent on the water is important to me. So this year's annual report theme, *On Course*, has special meaning. It reflects the role of our new Mission and Vision statements, which, like a compass, guide the MDI Hospital organization as we move toward exciting new horizons.

In this report you'll see how we fulfill our Mission through stories that are both heart warming and inspiring. You'll learn about a gentleman who, thanks to our new Straus Center, enjoys the company of friends in a safe, stimulating environment during the day and returns to the comfort of his own home and family in the evening.

We tell the story of a local woman who stays young in her ninth decade by taking part in our free, fun exercise program. We also show you how our medical imaging department is using state-of-the-art technology to diagnose conditions of the heart in a more patient-friendly way, and how an old tradition in health care, house calls, is alive and well here on MDI.

A new approach that provides comprehensive care under one roof, and new program that empowers and advances the profession of nursing are shining examples of our Vision. Finally, a patient who felt lost and

alone found a friend in our Care Management Department who, through kindness and persistence, guided him to the care he needed.

This report illustrates how we fulfill the different aspects of our Mission and Vision Statements. Taken as a whole, it also shows how we are staying *On Course* for a healthy future.

### *Mission Statement*

*To provide compassionate care and strengthen the health of our community by embracing tomorrow's methods and respecting time-honored values.*

### *Vision Statement*

*To be our community's medical home by pursuing innovative models throughout the continuum of care. Our integrated system will be the standard by which others are measured.*







## *To provide compassionate care*

"It's such a joy to have a place to go when you get along in years," said Larry Closson, a member of Birch Bay Retirement Village's Straus Center. Located adjacent to the Community Health Center, the Straus Center provides day services for people struggling with memory loss.

When his wife passed away in 2004, his son Lester and daughter-in-law Beth asked Larry to live with them. "When you live with a family and are included in the trials and tribulations of raising kids, it's a wonderful experience. It keeps you active," said Larry. "I consider myself blessed."

At 85, Larry sometimes finds short-term memories to be elusive. But he recalls twenty years in the military in great detail, including his service as an aircraft mechanic in World War II, and he loves to share them with friends. "I like to talk and try to converse on any subject bordering on military experiences," said Larry.

As a day program, the Straus Center allows members like Larry to spend the day sharing stories with friends and enjoying stimulating activities, and then to return to the loving embrace of family in the evening.

"To have a place like this that is staffed with qualified people who are always looking for ways to help us and keep us occupied – that's frosting on the cake," said Larry.

As a caregiver for Larry, Beth also appreciates the Straus Center. "My husband and I work and without the Straus Center, one of us would have to stay home part of the day," said Beth.

"It's good for us to know he's with people," added Beth. "I know they're taking care of him. And if something happens, the nurses and doctors can come right over."

"They're an awful nice bunch of people here," said Larry. "I think it's absolutely wonderful"

*Pictured above, Straus Center member Larry Closson visits with his daughter-in-law Beth (left) and Deb Chalmers, Director of Adult Day Services (right).*





## *and strengthen the health of our community*

Dolores Sawyer is a young 80 and she thanks the YES (Your Exercise Solution) program for her vitality. "It just makes me feel younger, more alive," said Dolores.

She has faithfully attended the twice-weekly class for more than a decade. "I wouldn't think of not going, unless I was sick," said Dolores.

The program, which takes place in Malvern Belmont Estates, a Bar Harbor housing facility, is a mostly seated exercise program for seniors who see an active lifestyle as key to a happy, healthy life. "Most people think of a Hospital as a place to go when you're sick or injured," said class instructor Kathy Mulligan. "But MDI Hospital sees itself as a resource to help people avoid illness and maintain a healthy, robust life. That's why we offer exercise classes. We know that an active lifestyle helps people, especially seniors, avoid diseases and disorders associated with aging."

The YES class, which won the 2007 Maine Governors Council on Physical Activity Contest for Communities Award, provides a low impact, strength and cardio vascular workout. Prompted by Mulligan, participants follow a

rigorous but low impact routine. Music inspires and accompanies their workouts.

Dolores enjoys not only the physical benefits but the mental rewards as well. "I feel I'm more alert," explained Dolores. "My brain works better because I have to think while I'm exercising."

The gathering of like-minded fitness buffs also provides an opportunity to socialize. "We socialize before and after class. I enjoy the fellowship," said Dolores.

Like many in the growing population of seniors who call MDI home, Dolores Sawyer sees exercise as a way to enjoy life in her later years. "It's very important. My husband is active and that's an incentive for me. I really do appreciate it."

*Pictured above, Dolores Sawyer stays young thanks in part to rigorous exercise in the YES exercise class.*





## *by embracing tomorrow's methods*

Constantly in motion, the heart poses a unique challenge for medical imaging professionals. But with the recent acquisition of a state-of-the-art CT scanner, and a commitment to advanced imaging by radiologist John Benson, MD, heart-stopping images will soon provide a more patient-friendly way to diagnose coronary artery disease, the nation's leading cause of death.

Coronary CT angiography, also known as Cardiac CT, provides a less invasive, quicker, less costly alternative to cardiac catheterization. The Hospital's new 64-slice CT scanner can capture images quickly enough to produce high-resolution, 3-dimensional pictures of the moving heart.

Since joining the Hospital's medical staff in 1993, Dr. Benson has introduced many groundbreaking technologies. But he considers this advanced cardiac imaging to be a pinnacle of his career. "I consider myself a cardiac radiologist and this new technology is the holy grail of cardiac imaging," said Dr. Benson, the Hospital's Medical Director of Medical Imaging.

Having undergone intensive fellowship training, Dr. Benson has devoted a great deal of time and energy to providing this new service. "Having Cardiac CT means people won't have to leave the Island for this life-

saving test" said Dr. Benson. It is planned for roll out in August 2010.

"While not appropriate for an acute heart attack, Cardiac CT will have a significant role for the vast majority of patients with symptoms that are hard to pinpoint. Currently many of these patients are sent for an invasive and costly cardiac catheterization and nearly two thirds have negative results. This group will benefit greatly from our program," said Dr. Benson.

Cardiac CT can be performed much faster than a cardiac catheterization, with potentially less risk and discomfort, and decreased recovery time. The new 64-slice CT scanner exposes patients to less radiation and, covered by most insurers, the test is also much less expensive.

"This advanced technology is very unique for a small hospital," said Dr. Benson. "And although we focus on delivering the best imaging technology, we never lose sight of our commitment to provide personal, compassionate care for our patients."

*Pictured above, John Benson, MD, displays some of the remarkable images from Hospital's CT scanner that will be used to diagnose coronary artery disease.*





## *and respecting time-honored values.*

On a peaceful side street in Northeast Harbor, Dr. O. Lee Haynes knocks on the door of a home and is greeted like a longtime friend. To homeowner Shirley McGarr, Dr. Haynes is in fact a friend, but he is also her doctor doing something rare in these days in the world of high tech health care – making a house call.

An internal medicine specialist, Dr. Haynes provides primary care to a mostly senior population. Seeing a steady increase in the number of older MDI residents, many of whom struggle with mobility, he began offering house calls 15 years ago.

“It’s a natural outgrowth of what I do,” said Dr. Haynes. “I asked myself what would be helpful for the patients and it’s easy enough for me to stop by and see them in their home.”

Dr. Haynes points out that not all health issues or patients are appropriate for house calls. “Home visits are not ideal for urgent situations. They’re better for seeing how the patient is doing – for monitoring and maintenance,” he said. “And it’s a service that I offer only to patients with mobility issues or for end-of-life care,” added Dr. Haynes.

“It means everything,” said Shirley, who at 84 years old has lived in Northeast Harbor most of her life. “I’m grateful for this service. It makes my life more content.”

During his visits, Dr. Haynes not only monitors his patients’ health, he reviews their living situation. “There’s no better way to find out how your patient is doing than to go into their home,” said Dr. Haynes.

He believes that being able to age in place is key to his patients’ wellbeing. “Home is where they want to be.”

“That’s what it’s all about,” agreed Shirley.

*Pictured above, O. Lee Haynes, MD makes a house call to Northeast Harbor resident Shirley McGarr.*







## *To be our community's medical home*

"Home is love, security and a sense of peace" said Pauline McEachern of Bass Harbor. These are also a few of the characteristics that define her medical home at the Community Health Center in Southwest Harbor.

As part of the Maine Patient Centered Medical Home Pilot project, the Community Health Center is working to redefine the notion of a doctor's practice. Instead of a place where patients see their physician and then fend for themselves, a medical home provides an integrated, team approach to care where a broad range of services are provided or coordinated in one location.

A heart problem has required that Pauline be on Coumadin, a blood thinner, for the past four years and she's grateful to have someone to help her manage her medication. Nurse Care Manager Catherine Bunker, RN, meets with Pauline to help her stay on top of her medication. "I couldn't do it alone," said Pauline. "She monitors me and helps me. It's very reassuring."

Before the new Community Health Center opened in 2008, Pauline had to drive to three different locations for help with her Coumadin, physical

therapy, and check ups. "It was a lot of extra driving and time," said Pauline. She's pleased that she's now able to undergo PT and have her regular check ups under one roof. "They make it easy to schedule appointments one after the other," said Pauline. "I think it's wonderful."

Goals for the program are many, but a main objective is a reduction in unnecessary hospital visits. Another goal is to eliminate the stress and uncertainty of health care for patients – to make the doctor's office feel familiar, like a home away from home. For Pauline, that's the feeling she gets when she walks through the door at the Community Health Center. "They make you feel very well cared for. If you feel comfortable, you're going to get better quickly."

*As part of the Medical Home Model approach, patients like Pauline McEachern (left) of Bass Harbor are cared for by a team of clinicians, including Nurse Care Manager Catherine Bunker, RN (right).*





*by pursuing innovative models throughout the continuum of care.*

"When a child ends up in the emergency department they're usually pretty sick," said ER nurse Sharon Kenausis. "They crash fast and hard." Caring for them can provide unique nursing challenges.

Luckily for pediatric patients, a new program that gives nurses greater decision-making power has resulted in the purchase of equipment that ensures effective treatment if a child needs urgent care.

The Nursing Governance program has an overall goal of improved patient care. It accomplishes this by giving nurses enhanced opportunities for professional development, greater control over their practice, and a voice in administrative decisions that affect their work, like equipment purchase.

"Nursing Governance places a strong emphasis on patient safety," said Sharon, who is a member of the Executive Council, one of five that govern nursing practice at MDI Hospital. "When we first met to discuss safety, one of the first things we agreed on was the need to purchase a Broselow Cart."

Used in many emergency departments, the Broselow Cart is a pediatric

resuscitation cart in which each drawer is color-coded and organized by patient height and weight. Each drawer contains all the necessary equipment for resuscitation of a patient in a specific height and weight range.

"It's a great thing to have," said Sharon. "It has all the medication dose information and equipment right there at our finger tips. It decreases the possibility of errors, ultimately resulting in better patient care," said Sharon.

With approval from Hospital Administration, Nursing Governance members worked with the Hospital's Philanthropy Department to raise enough money to purchase two carts – one for the ER and one for the Medical/Surgical floor.

"Nursing Governance has given us a collective voice that is benefiting our patients," said Sharon. "Including the smallest ones."

*The Nursing Governance program has given MDI Hospital nurses like Sharon Kenausis a greater voice in administrative decisions like the purchase of a color coded pediatric crash cart.*





*Our integrated system will be the standard by which others are measured.*

Patrick Perry of Somesville has worked hard his entire life. But when disability cut short his career, he lost more than a good income. He lost insurance and the access to care it provided.

So when he woke up one morning in June 2010 with an abscessed tooth, he knew the infection could be dangerous if it spread and that despite a lack of coverage he had to seek care at MDI Hospital. "The discomfort was almost to the point where I couldn't stand it," said Patrick.

"When I got to the ER I was told I had to get to the dentist as soon as possible and I needed a prescription for antibiotics." Because it was at the end of the month his disability income had dwindled, leaving Patrick an overwhelming sense of anxiety about the unplanned expenses. "I felt helpless and lost," said Perry. "It was like I was drowning."

He confided his situation with the ER staff and they called the Hospital's Care Management Department. "Susan Kelley (Care Management Nurse) was immediately on the scene," said Patrick. "She started making all kinds of calls and everything snapped into place."

With her knowledge of resources and an unwavering commitment to help people, Susan soon secured Patrick a free prescription, an appointment with a dentist, and a free ride to and from his appointment. "It was like magic," said Patrick.

A free service of MDI Hospital, the Care Management Department helps patients who struggle with financial challenges, chronic disease, and complex health conditions navigate the often complicated health care system. By coordinating their care, the Department works hard to ensure access to all the resources necessary for healthy outcomes.

For patients like Patrick Perry, MDI Hospital's Care Management Department provides a link to resources that might seem beyond reach, and a lifeline when all seems lost. "It's like she unraveled a ball of yarn."

*Thanks to the work of Care Management Nurse Susan Kelley, RN (left) Patrick Perry (right) was able to access resources that seemed out of reach.*



# Summary of revenues and expenses for the year ending April 30



*Mount Desert Island Hospital  
Including Health Centers and Birch Bay Retirement Village*

We billed patients and residents for .....	\$64,176,227
We did not receive the following because Medicare, State Medicaid and insurance programs pay less than the full amount of their patients' bills .....	\$14,222,617
We also did not receive the following due to our support of patients whose bills partially or wholly exceeded their ability to pay .....	\$912,931
We received revenues resulting from sales of cottages at Birch Bay Retirement Village in the amount of .....	\$380,000
We received other operating revenues of .....	\$1,263,566
Our total revenues were .....	\$50,684,245
Our total operating expenses for salaries, supplies, interest, depreciation costs, and uncollected charges were .....	\$52,382,214
Our cost of cottages sold at Birch Bay Retirement Village was .....	\$325,000
Which resulted in an operating loss of .....	\$2,022,969

*We received non-operating revenues from the following:*

Gains from investment activities .....	\$1,747,148
Other non-operating revenue .....	\$932,750
Which resulted in a gain of .....	\$656,929

*Financial Highlights for the Fiscal Year*

The MDI Hospital Organization provided 480 jobs and maintained a payroll of .....	\$23,698,785
Total capital expenditures .....	\$1,902,578
Free and Uncompensated Care .....	\$3,844,240
Unrestricted and restricted gifts to the MDI Hospital Organization .....	\$1,568,924

## Statistics 2009-2010

Outpatient health center visits .....	72,666	Acute care admissions .....	1,030
Images taken (Radiology, CT Scan, Nuclear Medicine, Ultrasound) .....	14,185	Acute care patient days .....	3,055
Visits to the Emergency Room .....	7,361	Days – Acute care average stay .....	2.97
Cases of Ambulatory Surgery .....	1,322	Swing bed admissions .....	206
Mammograms .....	1,819	Swing bed patient days .....	1,411
Discharges .....	1,343	Days – Swing Bed care average stay .....	6.85
Employees .....	480	IP Surgeries .....	205
Births .....	107	OP Surgeries .....	1,259
Nurses .....	100	Total Surgeries .....	1,464
		Lab Tests .....	116,030



## MDI Hospital Leadership

Arthur J. Blank, *President and CEO*  
Terry Musson, *Chair, Board of Trustees*

Robert Shea, *Chair, Mount Desert Management Co. Board of Directors & Birch Bay Retirement Village Board of Trustees*

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Christina Costello, RN, *Director Emergency and OB Services*

Ernest "Chip" Duggans, *Director, Physical Therapy*

Tom Fischer, *Director, Laboratory Services*

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Bill Kenausis, *Director, Pharmacy*  
Lin Polen, *Interim Director, Imaging Services*

Leonard Lyakhovich, *Director, Surgical Services*

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Tom Mockus, RN, *Director, Medical and Rehabilitation Services*

Martha Nordstrom, *Director, Philanthropy and Public Affairs*

Kristin Wright, *Executive Director, Birch Bay Retirement Village*

Brad Perkins, *Vice President of Finance*

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Aimee Walls, RN, *Director, Care Management*

Mark White, *Director, Information Services*

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Kathleen Kotas, MD  
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Michael Mason, MD  
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Meryl Nass, MD  
David Painter, MD  
Burton Pearl, MD  
Ronald Prokopius, MD  
Surapaneni Ramanadha Rao, MD  
Silvio Saidenberg, MD  
Diehl Snyder, MD  
Norman Sykes, MD  
Edward White, MD

## Allied Health Professionals

Lynne Assaf, LCSW, CADC  
Cortland Bassett, PA-C  
Martha Bucklin, LMSW  
Pilar Burmeister, FNP  
Beverly Chasse, PMHCNS-BC  
Carol Coakley, APRN-FNP  
Angela DeVecchio, APRN, FNP  
Ann Dundon, PA-C  
Ralph Erickson, CRNA  
Alan Graff, LCPC, CADC  
Irene Greene-Murphy, LCSW  
R. David Heath, PA-C  
Laura Hendricks, PMHNP/CNS  
Mary Devereux Hopkins, M.Ac  
Sylvia Ingerson, PMHNP/CNS LADC  
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Cecily Judd, LCSW  
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Diane Tennies, PhD, CADC  
Kate Worcester, PA-C

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Donald Schassberger, MD  
Amy Tan, MD  
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Nicholas Vachon, DPM  
S. Craig Williamson, MD  
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Terence O'Callaghan, MD  
Barry Serpell, MD  
Leo Siegel, MD  
Winston Stewart, MD  
Fred Wlodarski, MD

\* Deceased







## *Message from Art Blank* President/CEO, Mount Desert Island Hospital

Keeping up with my grandchildren is always a challenge, but one that I truly enjoy. Staying abreast of the evolving needs of our community also provides a test for the MDI Hospital Organization. But it is a test that, thanks to the generosity of our donors, we continue to pass with flying colors.

I'm so pleased to see that our annual fund grew in the past year by almost \$60,000 and has nearly doubled the number of donors. The annual fund supports the Hospital's operating expenses and helps us fill in the gap left by insurance reimbursement shortfall and people who can't afford to pay any or all of their bill. It's heartening to see the number of community members who share our commitment to supporting the health of friends and neighbors.

In the past year, donations to our Hospital also made possible many important and exciting developments. Thanks to philanthropic support, we were able to continue paying for the costs of construction for our new Community Health Center, a model for the new Medical Home approach to care.

Donors also helped us provide an endowment fund for members of Birch Bay Retirement Village's Straus Center for people struggling with memory loss.

A new state-of-the-art CT scanner is now on-line thanks again to the generosity of donors. This scanner will allow us to capture images with breathtaking detail and, as one story in our report explains, offer a much more patient-friendly way to diagnose heart conditions.

Living near the woods and water of Mount Desert Island is one of the great joys of my life. It affords me the opportunity to share the natural wonders so abundant here with my grandchildren.

Those who generously donate to our Hospital are also clearly guided by a sharing mission – one that touches and benefits the lives of our friends and neighbors.

*Hospital President/CEO Art Blank enjoys sharing the outdoors with his grandchildren, Zeke (left) and Lexi (right).*





### Capital Campaign Donors

*In early summer 2008, Mount Desert Island Hospital embarked upon three Capital Campaigns; one to help build our Community Health Center in Southwest Harbor; the second to establish an endowment for the Straus Center; our Adult Day Center for seniors dealing with memory loss; and finally a third campaign to raise funds for a new, state-of-the-art 64-slice CT scanner. The following are listed in recognition of their continued contribution to these important campaigns.*

Anonymous (2)  
 Drs. John and Lynn Benson  
 Edward McCormick Blair  
 Mr. and Mrs. Ordway P. Burden  
 Cabot Family Charitable Trust  
 Mr. and Mrs. Louis W. Cabot  
 Glenice M. Carter  
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*Many area businesses joined us in celebrating the arrival of Lilah Belle Kelmenson, this year's New Year's Baby, by donating generously to her gift basket. Lilah Belle was born January 1st.*

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### *"Have a Heart" Employee Campaign*

*Mount Desert Island Hospital's "Have a Heart" Employee Campaign began in the summer of 2009. Funds from this campaign are being used to purchase two EKG machines, one for Women's Health Center and one for Family Health Center. Funds have also been used to purchase a treadmill for our Cardiac Rehab Department. The following is a list of employees who generously donated:*

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Member of MDI Hospital Medical Staff - 1956 - 1998  
Medical Staff President - 1965-1968, 1982

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