
ANNUAL REPORT 2019

Mount Desert Island Hospital

Care that Connects Us



A Philosophy of Caring

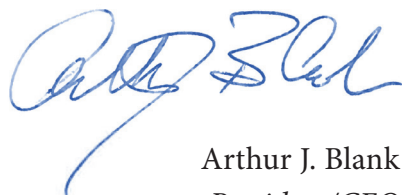
At Mount Desert Island Hospital, our Health Centers and Birch Bay Retirement Village, people—our patients, our community and our employees—are at the heart of everything that we do.

We know that healthcare is about more than treating a symptom or condition; it is about the whole person. That is why our integrated care philosophy places our patients at the center and focuses on addressing all of their needs with a personalized, team-based approach. In this report, you will see examples of the work that we are doing to address care from a whole person orientation.

In the past year, we established an innovative new program that is helping patients achieve therapeutic outcomes through music. With a three-year grant from the Maine Cancer Foundation, we developed and launched a unique navigator program that works to guide cancer patients throughout screening, diagnosis, treatment and survivorship. Our educational partnership with College of the Atlantic led a bright young student intern with an interest in psychology to establish a breast cancer support group to improve patient education and engagement.

What these stories have in common is that they all focus on improving health and wellness through innovative care delivery that continually strives for better outcomes to meet the unique needs of our neighbors.

We know that it is the ongoing support of this exceptional community that allows us to provide this level of innovative, personalized care. That is why we are committed to care that focuses on what makes this community so very special—the people in it.



Arthur J. Blank
President/CEO



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.

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🧑 MDI Hospital Employee

New Program Achieves Therapeutic Outcomes through Music

“Music can help create new neural pathways in the brain. It can motivate us. It gives us the opportunity to socialize with others, come out of withdrawal, and reconnect, making the most of every precious moment,” says Melissa Violette, MT-BC, NMT. Melissa—one of a handful of board-certified music therapists in Maine—launched a new Outpatient Music Therapy Program at Mount Desert Island Hospital last year. The program is designed to help participants identify and express emotions, process grief and loss, cope with anger, improve stress management and relaxation skills and explore issues such as self-esteem and self-awareness.

Music therapy is a recognized clinical profession in which a trained therapist uses music to help people improve their health, functioning, and well-being, says Melissa. It has been shown to help treat depression and anxiety, as well as memory loss associated with Alzheimer’s disease and dementia. In Maine, music therapy is still up-and-coming. “It’s something that most people still don’t really know about and are just learning of, and it is something that I really hope is going to keep expanding and changing people’s lives. It’s pretty exciting to be part of that.”

Melissa has always been drawn to music, and early on, she knew that it could be transformative. “Music has always been a part of me. When I was adopted at age two and a half, my parents said that I could sing ‘American Pie’ from start to finish, and it’s always been in my blood, in my bones. I always knew that it was going to be what I did somehow, but I also really wanted to help people. I really wanted to do something that I could see making a real change in people’s lives.”

In her outpatient work at MDI Hospital, Melissa uses music to help people manage moods, build self-con-

fidence, and make positive cognitive changes. She emphasizes that participants do not need to be musical to benefit. Sessions are one-on-one and designed to meet individualized goals. “Music is really fun. It’s non-threatening, and it’s intrinsically rewarding. I think that can make the process of therapy something to look forward to,” she says.

As the Music Therapist at Birch Bay Retirement Village and MDI Hospital, Melissa uses research and evidence-based musical intervention to help her patients achieve a variety of goals. She recently earned her Neurological Music Therapist credentials, which involved mastering 20 new techniques that can be used to address language, memory, attention, motor control, emotions, perception, and executive functioning. This new knowledge is going to be especially useful for working with Parkinson’s patients and anyone who has any kind of neurological disability, she says. In addition to practicing Music Therapy, Melissa also leads the only Music Therapy internship program in the state of Maine, sponsoring four interns per year to help develop the profession and treatment she so strongly believes in.

The hospital’s new Outpatient Music Therapy Program is being offered free of charge for an introductory period through the MDI Behavioral Health Center. For more information, contact the Behavioral Health Center at 207-288-8604.

Photo: Melissa Violette, MT-BC, NMT (left), one of a handful of board-certified music therapists in Maine, with Music Therapy Intern Tayla Racca



“Music is really fun. It’s non-threatening, and it’s intrinsically rewarding. I think that can make the process of therapy something to look forward to.”

— *Melissa Violette, MT-BC, NMT*

Finding Harmony within the Discord of Cancer

It started with what seemed like a shoulder and leg injury that wouldn't heal, explains John Chruscielski while sipping on a carrot juice. At the time, he was managing the grounds at the Asticou Inn in Northeast Harbor and figured he'd just pulled a muscle—or two. Originally from the Minneapolis area, he had always been an active, capable guy. Now 52 years old, he'd had a career in the trades, at first working as a handyman and then as the proprietor of a remodeling company he started with friends.

When multiple visits to physical therapy didn't work, he wasn't quite sure what to make of it. Then he started to feel lethargic and began to have some issues with his memory and a loss of cognitive skills. "I was reading texts and I didn't really understand what they were saying," he says.

Eventually, the pain got to be so great that he found himself in the Emergency Room. After explaining his symptoms and several tests, he could tell that the staff was concerned. "They really sprang into action, and I could tell that what they had to say wasn't going to be good." The news, as he suspected, wasn't good. The cancer that had started in his kidneys was found throughout his body—his diagnosis was stage 4 renal cancer.

That's when he met Palliative Care Physician Vanessa Little, and Cancer Patient Navigators Heather Sinclair, LSW and Julie Pelletier, RN. "They really went above and beyond to take care of me," John explains. "It's really rare to find people that care about you and support you as much as this team has." Together, Julie and Heather established MDI Hospital's Navigator program with a three-year grant from the Maine Cancer Foundation, responding to our community's specific needs.

Due to his worsening health, John had to give up his job and his housing, which at the time was provided through work. Without MDI Hospital's Cancer Patient Navigator Program, he wouldn't have been able to stay in Maine, he says. "My mother had a condo in Texas that I could have moved to free of charge, but I've developed this relationship with people I trust here and that's huge when you are dealing with this diagnosis, I'm very blessed."

Heather worked with area housing agencies to find John a place where he and his 6-year-old American Bulldog, Joe, could go. Julie calls regularly to check-in and to monitor his meds. He sees Dr. Rodney Ono at Cooper Gilmore Health Center as his primary care physician and travels to the Bangor area to visit his oncologist. He appreciates being able to utilize MDI Hospital's Island Infusion Center for his cancer treatments.

Although his diagnosis is stage 4, his oncologist hasn't put an expiration date on his life, which he appreciates. "It is like that age-old question—if someone could tell you when you are going to die, would you want to know? I live in that moment," he says with a gentle smile.

So far, his body is reacting well to the treatments. "I don't take things for granted anymore. It's about accepting and being happy where I am at." He credits his care team and his sobriety with helping him to maintain a positive outlook. "I have harmony throughout the madness of this."

John first decided to focus on his sobriety a few years back, around the time he moved to the Mount Desert Island area. He didn't know it then, but it was a choice that he believes gave him the strength he needed to receive his cancer diagnosis. "If I hadn't been in such a good place, I don't think I would have been able to handle this," he says. "You need gratitude, you need hope."

Nowadays, he really likes mornings because he finds he feels more energized than he does later in the day. He likes to cook, especially spicy foods like Mexican and Creole. He likes to meditate, spend time with his dog Joe and attend support groups. He also enjoys listening to music. He likes all genres, but punk rock especially, which makes sense since he used to be the front man for a punk band back in Minneapolis.

When asked what advice he would give to people dealing with a similar diagnosis, he replies, "The more you help others, the more you help you. Project love, accept love—help someone. It's really all about love."

Photo: Cancer Patient Navigator Heather Sinclair, LSW with John Chruscielski



MDI Hospital Participation in Coordinated High-Quality Care Network Yields Results

At Mount Desert Island Hospital, we demonstrate our commitment to continuous quality improvement not only by the exceptional care that we provide, but by participating in an Accountable Care Organization, or ACO. The ACO is an aligned group of Maine doctors, hospitals, and other healthcare providers working to coordinate care and ensure that our patients receive the right care at the right time, while avoiding unnecessary duplication of services and preventing medical errors.

We are pleased to report that recently released ACO data ranked MDI Hospital as the most improved among a select group of nine Maine hospitals in the area of preventive medicine. Within our ACO, these nine hospitals are compiling and comparing rates of colorectal and breast cancer screenings; diabetes and hypertension treatment compliance; and re-admissions for chronically ill patients.

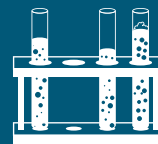
MDI Hospital's metrics have improved more than those of our peers over the past two years. This is entirely due to the dedicated efforts of our healthcare providers in every setting: community clinics, emergency medicine, in-patient care, residential care, and outreach health coaches. Behind the numbers is a crucial fact: Mount Desert Island's residents are seeing better health outcomes as a result.



Fiscal Year 2019 Patient Care Statistics



548 Employees, 101 of whom are nurses



115,680 Lab tests



62,777 Outpatient health center visits



6,583 Visits to the Emergency Room



11,616 Images taken
Radiology, CT Scan, Nuclear Medicine, Ultrasound, MRI



1,027 Discharges



1,556 Mammograms



72 Births



1,709 Total surgeries



173 Volunteers
with a total of 3,636 volunteer hours



151 Swing bed admissions

Swing bed patient days: 1,070
Swing bed average stay: 7.09



804 Acute care admissions

Acute care patient days: 2,598
Acute care average stay: 3.23

Summary of Revenues and Expenses

Including Health Centers and Birch Bay Retirement Village
Year ending April 30, 2019

Total Revenues:	\$62,998,946
Billed for Service:	\$95,070,557
Portion of billing not received due to Medicare, Medicaid, private insurance reimbursement rates, and charity care:	\$37,973,351
Other and Non-Operating Revenues:	\$5,901,740
Total Operating Expense:	\$61,371,214
(salaries, supplies, interest, depreciation costs)	
Total Gain:	\$1,627,732

Financial Highlights

The MDI Hospital Organization provided

548 jobs

and maintained a payroll of

\$31,662,290

Total capital expenditures:

\$1,055,254

includes all equipment and projects completed or in progress for the year

Free and Uncompensated Care:

\$5,550,336

Unrestricted and restricted gifts received by the MDI Hospital Organization:

\$1,491,796

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Michael G. Workman, PMH-NP
Danhong Zhao, MD, PhD

† Deceased

Internship Creates New Opportunities for Healing

Marcella Melanson, a senior at College of the Atlantic in Bar Harbor, chose to participate in the MDI Hospital-COA Internship program to gain hands-on experience in her chosen field of interest, psychology. “I wanted to explore how psychology fits within the healthcare environment, and to work with mentors to support the psychological well-being of patients,” she said.

Originally from Downeast Maine, Marcella will be attending Vanderbilt University in Nashville, Tennessee this fall to pursue her Masters in Human Development Counseling with a focus on Clinical Mental Health Counseling.

MDI Hospital’s Director of Medical Education Julian Kuffler, MD, MPH worked with Marcella to customize her course of study and set goals for her 11-week internship program. “Programs like these are not only beneficial to our patients, our community and our students, but also to their preceptors,” said Dr. Kuffler. After discussing her internship objectives, Dr. Kuffler connected her with Maureen Giffin, RN, BSN, CNE, Nurse Navigator for the Breast Health Center at MDI Hospital, to design and implement a Breast Cancer Support Group.

Under Maureen’s mentorship, Marcella established an 8-week educational series that included general information on breast cancer, treatment options, lymphedema, emotional health, sexuality, creating a healthy lifestyle, managing the fear of reoccurrence and more. Each week the group featured a speaker on a topic related to breast cancer with time for discussion and questions. “I have always known the value of cancer support groups and how helpful they are to patients,” said Maureen. “This reality would not have happened without our COA student, Marcella. She is energetic, enthusiastic, competent, compassionate, capable and willing.”

“Working with Maureen to create the support group was a very collaborative, hands-on experience,” said Marcella. “What surprised me most was seeing all of the par-



During her 11-week internship, College of the Atlantic student Marcella Melanson worked with her preceptors at MDI Hospital to establish a Breast Cancer Support Group. The MDI Hospital-COA Internship Program, now in its seventh year, was designed to bring clinical education to life for select juniors and seniors with a strong interest in clinical studies.

ticipants having the same experience and sharing that connection with each other.” Learning how unifying the shared experience of breast cancer could be illustrated the therapeutic value of support groups in a way that Marcella couldn’t have gained from the classroom. She looks forward to applying what she learned during her internship to her future studies. “It is great to have the opportunity to work with medical professionals to get hands-on experience in an environment where you can flourish and learn.”



Rural Medical Education Programs Engage Next Generation of Healthcare Providers

In January 2019, Julian Kuffler, MD, MPH began a new phase of his medical career. After 32 years as a trusted family physician—during which he often pioneered innovative solutions to our community’s broader health challenges—Dr. Kuffler is now MDI Hospital’s Director of Medical Education. Dr. Kuffler took on this newly created leadership role at a critical juncture for the Hospital. During the last decade, several educational initiatives were launched within various departments at MDI Hospital, and the growth and success of each one have been truly remarkable. Now, Dr. Kuffler is tasked with guiding these programs and maximizing the resources available to them. Each program productively connects rural health and patient care management in a holistic way, broadening students’ horizons and aimed toward the goal of recruiting talented caregivers to Maine’s small hospitals.

- MDI Hospital-Penn Medicine Collaborative brings residents to MDIH for 2-week rotations in Emergency Medicine, Behavioral Health, and other specialties—often providing these future physicians with their first exposure to rural medical practice.
- Maine Track is a shared program with Tufts University School of Medicine and Maine Medical Center, focused on medical students who aspire to practice in rural Maine. Two students per year spend nine immersive months at MDI Hospital, following their own panel of patients and experiencing rural medicine firsthand.
- Physician’s Assistants Training Program draws students from University of New England and Frontier Nursing University to work directly under the tutelage of one of MDI Hospital’s PAs for a 1.5 to 2 months’ residency. PAs are a critical component of rural healthcare, particularly in areas where MDs are in short supply.

- College of the Atlantic’s 11-week internship at MDI Hospital is designed for students with an emerging interest in healthcare. They work directly with providers and patients across disciplines, giving them a broad perspective of the rural hospital environment.
- Pharmacy Internships deliver a hands-on introduction to the duties performed by a hospital pharmacist, which differ significantly from a retail pharmacy setting. Interns perform medication reviews for high-risk patients and assist our Care Management team—an outreach unit that assists homebound and underserved patients—by reviewing patients’ medications for appropriateness.
- Music Therapy Internship program trains four aspiring music therapists annually, directed by Melissa Violette, a board-certified music therapist with 26 years’ experience. She is the only music therapist to hold a full-time position in a Maine medical facility, and MDI Hospital provides the only hospital-based music therapy training in our state.

In the past decade, nearly 200 students have benefited from MDI Hospital’s educational opportunities. Now, under Dr. Kuffler’s leadership, we will ensure that each educational initiative is sustainable, that the best and brightest trainees have the opportunity to work with us, that we continue to engage new partners and peer institutions and that we are providing students with the strongest learning experiences, conveying a solid understanding of our unique, rewarding practice environment. In this way, MDI Hospital aims to empower and inspire the next generation of rural healthcare providers.



Photo: John Chruscielski speaks with Cancer Patient Navigator Heather Sinclair, LSW



Mount Desert Island Hospital

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BIRCH BAY RETIREMENT VILLAGE

25 Village Inn Road
Bar Harbor | 288.8014

BREAST HEALTH CENTER AT MDI HOSPITAL

10 Wayman Lane
Bar Harbor | 288.8435

CADILLAC FAMILY PRACTICE

322 Main Street
Bar Harbor | 288.5119

COMMUNITY DENTAL CENTER

4 Community Lane
Southwest Harbor | 244.2888

COMMUNITY HEALTH CENTER

16 Community Lane
Southwest Harbor | 244.5630

COOPER GILMORE HEALTH CENTER

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Bar Harbor | 288.5024

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330 Main Street
Bar Harbor | 288.8100

MDI BEHAVIORAL HEALTH CENTER

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Bar Harbor | 288.8604

MDI GENERAL SURGERY

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Bar Harbor | 801.5300

MDI HOSPITAL MEDICAL IMAGING

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Bar Harbor | 288.5081

MDI ORTHOPEDICS

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10 Wayman Lane
Bar Harbor | 288.5081, ext. 1354

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394 Bar Harbor Road
Trenton | 667.5899, Ext. 6120

MDI UROLOGY

10 Wayman Lane
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(seasonal) Kimball Road
Northeast Harbor | 276.3331

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10 Wayman Lane
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