



Voices from the Frontline



A Letter from our President/CEO

Every single day, every employee at MDI Hospital represents our six core values: Compassion, Community, Improvement, Integrity, Respect and Teamwork. In recent months, we have called upon our core values more than ever before, in the wake of COVID-19. And we've had to adapt and adjust to unpredictable work conditions, new challenges, and the urgent need for preparedness. I am truly humbled by our team's devotion to patients, community, and each other, carrying forward MDI Hospital's mission and vision throughout this pandemic.

Personally, I feel very lucky to work alongside our Everyday Heroes, honored by the compassion and humility that they demonstrate to our organization and our community. This Annual Report shares insights into just a few of the 500+ Hospital employees who strive to keep the Island region safe and healthy.

As you may know, in January I made the decision to retire as President and CEO at the end of 2020. I've had the privilege of working with my MDI Hospital colleagues since 1999. Then as now, it was a pivotal time in our history. Working together, our team established MDI Hospital's vision to be our community's medical home. Embracing our mission as a critical access hospital, we implemented innovative care models and incorporated nine community health centers, including the Downeast region's first full-service behavioral health center and the Island's first nonprofit dental center. And we established Birch Bay Retirement Village in 2003, serving our region's elders in an atmosphere that respects their desire for independence while offering support when and where it's most needed. All of these activities positioned us well for the unique challenges of 21st century medicine, including the most immediate crisis of COVID-19.

Working with colleagues onsite and in Philadelphia, we forged a groundbreaking teaching partnership in 2010 with Penn Medicine, the cornerstone of MDI Hospital's innovative Medical Education program. While the influx of students has been briefly interrupted by the COVID-19 pandemic, this program is ready to continue growing when the crisis has abated. Along with Penn Med, we now partner with Tufts University School of Medicine, University of New England, The Jackson Laboratory, University of Maine, College of the Atlantic, and several others, all sharing one key goal: to draw new staff members to rural healthcare settings. I'm proud to point out that nearly 200 caregivers-in-training have participated in these unique new programs during my tenure. I know many more will follow.

MDI Hospital's drive for community service is reflected in our Board of Trustees and Incorporators, integrally involved in our mission and future directions. Throughout my years as President and CEO, these leaders have

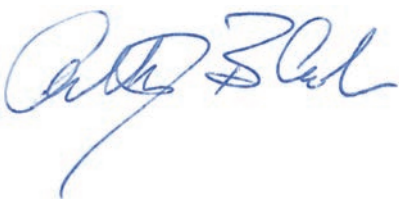
been the Hospital's compass, and I'm deeply grateful for their service and support. Truly, we are fortunate that hundreds of volunteers give generously of their time throughout this organization – this past year, donating more than 4,400 service hours. They work alongside caregivers, assist in clinical and non-clinical settings, and embody the Hospital's mission: to provide compassionate care and strengthen the health of our community by embracing tomorrow's methods and respecting time-honored values. And I might add, a great many of these volunteers are tireless fundraisers, a giving tradition that goes all the way back to our founding in 1897.

Getting to know hundreds of steadfast donors in the past 20 years has been a true privilege: individuals whose devotion to MDI Hospital brings about real change and progress. Just a few milestones enabled by our supporters: the renovation of our inpatient and obstetrical units in 2007, the construction of the Lisa Stewart Women's Health Center in 2014, the establishment of the Community Dental Center in 2014, and the acquisition of a new state-of-the-art generator in 2018.

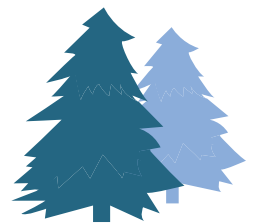
But the impact of philanthropy goes far beyond facilities. In fact, everything I've described in this letter has happened with the hand-in-hand partnership of our generous, faithful donors. Stated simply, you see our vision and you enable us to carry it forward. I am grateful for 20 years of service in the company of colleagues and friends like you. And as I bid you farewell – still residing on the Island, but enjoying some much-needed family time – I also want to highlight my successor, Chrissi Maguire. Chrissi is MDI Hospital's current Senior Vice President and Chief Operating Officer. We are so pleased that she will take on the role of President and CEO on January 1, 2021.

Chrissi has been a strong leader in several roles since she joined the Hospital in 2011, including Treasurer, Vice President of Finance, and Chief Financial Officer. When she became Senior Vice President and COO in 2018, she took on overall operational responsibilities while continuing to serve as the organization's Chief Financial Officer and Treasurer. A remarkable leader, Chrissi has utilized her considerable insight and experience to move our organization forward through increased productivity, innovative partnerships and process development.

MDI Hospital is in capable hands, at every level. Every day. I thank you for your continued support of your community's medical home.



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.

Introducing MDI Hospital's Everyday Heroes

The word “everyday” has two meanings: commonplace, which implies something ordinary or routine; and daily, which denotes something reliable and steady. In this second meaning, during times of challenge, “everyday” becomes remarkable and vital. Steadfast and determined. Devoted and ready.

In unprecedented times like a global pandemic, everyday becomes extraordinary.

We would like to introduce you to MDI Hospital's Everyday Heroes. Nominated by their co-workers, our everyday heroes are recognized for their contributions during this year that has been the very opposite of ordinary. Our everyday heroes are ensuring that your Island community is cared for, unfailingly, during the most profound health crisis in modern history.

You'll find everyday heroes all over our campus, in our clinics, and at Birch Bay Retirement Village. Some heroes are on the front lines, directly delivering best-quality healthcare to our patients. Others are testing and screening patients for COVID-19: allaying fears and worries, and providing vitally important information. And our colleagues have shared glimpses of heroes in other venues, too: staff members who keep our buildings safe and clean, educate members of the public, comfort worried patients, work tirelessly at a laboratory bench – their everyday activities elevated to a new level, honed and prepared for pandemic response.

We are proud to share these stories, giving you a glimpse behind the scenes at all that it takes to help keep your community healthy, safe, and prepared to face the challenges created by the coronavirus pandemic.



Jessica Goodwin, Registered Medical Assistant and Myka, Office Dog

“Jessica and Myka are such vital parts of my care team. Jess has been here every day giving a calming presence to our patients both physically and on the phone. She is always there willing to hold a hand (safely and distanced, of course) during procedures or times of stress for our patients. Then Myka dog is there, willing to get a pet at the end of the visit and further help with anxious patients.”

—Katie Gassman, DO, Cadillac Family Practice Physician; Lisa Stewart Women's Health Center Physician and Medical Director



Voices from the Frontline

“The response from my colleagues and the team-oriented approach has been remarkable. Creative minds are being challenged with a task we never imagined we would face. From where I stand today, I give these words of guidance ... we cannot control the future, but we can protect ourselves in the present. Practice less judgment and more kindness. Trust that your healthcare team is here and we are prepared to take care of you.”

—*Kate Worcester, PA-C, Cooper Gilmore Health Center*

Lou Cyerille Escala, Laboratory Medical Technician

“Cye is one of our newest co-workers and is always smiling (behind her mask of course). She is our in-house COVID-19 queen. A huge amount of work goes into bringing a new analyzer and test into the Lab, and with [Director of Lab Services] David De Haas’s tireless guidance, Cye did validation testing, maintenance, and training. She came to my rescue last Saturday when I called her in on her day off and ran over 25 COVID-19 tests on the Cepheid GeneXpert. She is my Hero!”

—*Suzann Kaiser, Laboratory Medical Technologist*



Brenda Edgerly-Webber, Courier



“Day in and day out, in all weather conditions, Brenda keeps our organization connected. She is always on the move, going from all of our sites and post offices picking up, delivering papers and packages. During the COVID-19 pandemic, this flow of communication is crucial. Brenda puts herself out there, keeps on her schedule and does it all with a smile on her face. Brenda is an inspiration.”

—*Ann Worrick, Education Associate*




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Vince Messer, PhD
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Kate Worcester, PA-C 

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(Lifetime appointment in recognition of their outstanding service to MDI Hospital)
Loy Andrews
David Benson
Les Brewer †
William Bromley, MD
Henry Brown †
Dwight Eaton
Erwin Soule †
Helmut Weber †



Michelle Smith, Director of Fiscal Services

“Michelle has always been an incredible team member and financial expert for the organization, her ability to direct our fiscal services team during normal times and during a pandemic has been amazing. I want to recognize her for work as the Finance Chief for the organization’s COVID-19 Incident Command. Michelle has read, researched, completed, attested, and found every opportunity for the Hospital and Birch Bay Retirement Village to aid in the sustainable management of our finances while continuing to find additional funding opportunities during these very dynamic times. We are very lucky to have Michelle’s dedication and leadership today and every day.”

—*Chrissi Maguire, Senior Vice President,
Chief Operating Officer*

Leadership

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President/CEO

Chrissi Maguire
Senior Vice President, COO/CFO/CCO

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*Director, Pharmacy, Rehabilitation Services,
Infection Control, and Emergency Preparedness*

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Director, Emergency Services

Stuart Davidson, MD
Chief Medical Officer

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Director, Laboratory Services

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Vice President, Provider and Ancillary Services

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Director, Health Center Operations

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Director, Inpatient Services

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Medical Director, Physician Practices

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Clinical Director, Health Center

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Director, Integrated Care

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Director, Surgical Services

Ruth Lyons, RN, CPHQ
*Director, Patient Experience and Risk
Management*

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Director, Information Technology

Karen Mueller, RN, BSN, MBA
Vice President, Nursing/CNO

Debra Mussen
Director, Revenue Cycle

Lani K. Naihe
Director, Advancement

Sara O’Connell
Director, Human Resources

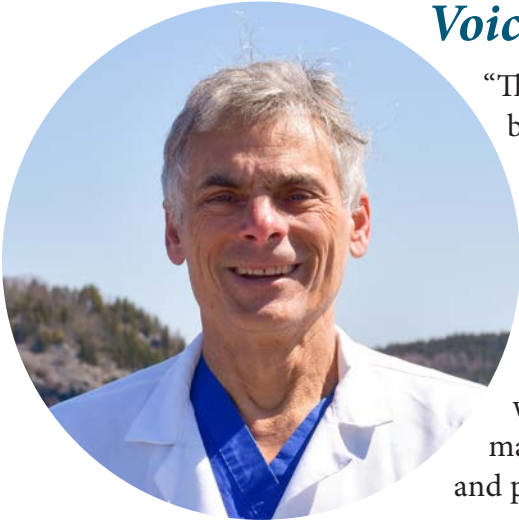
Phillip Pizzola, BHCM, R.T. (R)
Director, Medical Imaging

Michelle Smith
Director, Fiscal Services

Doug Springer
*Director, Plant Services, Nutrition Services, and
Project Management*

Peter Sullivan, MBA, RN-BC, LRCA
Executive Director, Birch Bay Retirement Village

Voices from the Frontline



“Throughout my career in emergency medicine, I have been motivated by a challenge, and this pandemic has been an unmatched generational challenge requiring great focus and attention. Stay informed with sound, scientific information but avoid believing everything you read on the internet. If you develop even mild symptoms, isolate and get tested to help protect MDI from becoming the next hot spot. And most importantly, adjust your mental image of the situation. Our actions to limit the spread of the virus provide us all with an opportunity to save lives. Practice physical distancing while maintaining social connection with family, friends, and the community, and please wear masks when distancing is not possible.”

—*David Sugerman, MD, Medical Director of Emergency Medicine*



Mount Desert Island Emergency Medical Services

“Mount Desert Island Emergency Medical Services (EMS) are key partners in the care and safety of our community. EMS includes our own community members who put in numerous hours of training and preparation to be prepared ... they often leave their families, homes and workplaces to serve, protect and care for our community during its most vulnerable times. EMS on the Island is heavily dependent upon volunteers, in addition to those who work full-time and year-round. MDI Hospital Emergency Department staff and the emergency medicine community on MDI have developed a strong relationship through our MDI EMS Collaborative. With everyone working together, we strive to make our community safer.”

—*David Sugerman, MD, Medical Director of Emergency Medicine*



COVID-19 Screening Pavilion Staff

"I want to recognize the team of MDI Hospital employees who have volunteered to staff and run the COVID-19 Screening Pavilion. This dedicated group has worked very hard to create an independent respiratory screening clinic for our patients, staff and community. The work that they do ensures that all respiratory-related issues are seen and addressed in a safe way, and minimizes exposure to the rest of our organization. Thank you Cheryl Young, Ellen Sanchez, Katie Norwood, Kate Worcester, Angie DelVecchio, Linda Crowell, Bert Levesque, Sue Caldwell, Melissa Griffin, Dennis Rivera, Wally Ferguson, Gale Abbott, Lisa Krautwald, Polly Archer, Amanda Crossman, Hayley Sawyer, Joy Salisbury, Abby Damon, and Lona Wheeler."

—Mike Kiers, RN-BSN, Director of Health Center Clinical Services

Victor Mulero, Environmental Services Aide

"Victor is always willing to lend a hand and it is done with a smile on his face. He is very thorough in every task he undertakes, from disinfecting walls, doors, handles and chairs to cleaning air vents. Without him and the other Environmental Service Aides, we would not be able to get through the day. Thank you for all you do!"

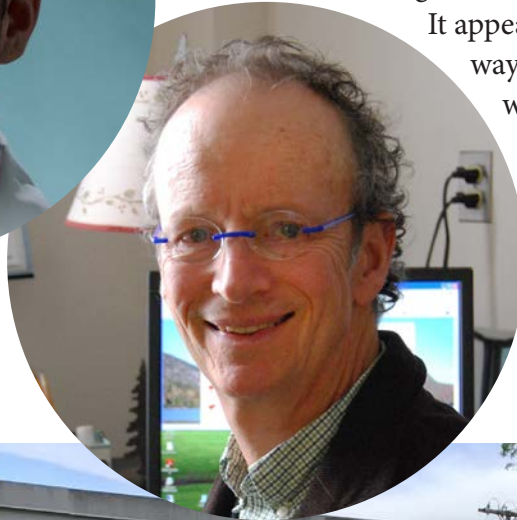
—Joy Kelley, Patient Registration Clerk II



Voices from the Frontline



“In the face of so much uncertainty, it is only natural to feel anxious and frightened. It is equally natural to want to seek out help from trusted professionals. Remember that the best way to obtain medical advice, education, and support is by calling your primary care office, or by calling the Coronavirus Call Center at (207) 801-5900.



It appears that a medical nor'easter is headed our way. Mount Desert Islanders have successfully weathered storms by being prepared, following a few rules, and helping our neighbors. Together, we can do it again.”

—*Andrés Abreu, MD, Director, Mount Desert Island Behavioral Health Center & Julian Kuffler, MD, MPH, Director of Medical Education*



Cheryl Young, Practice Manager, Cooper Gilmore Health Center, & the Cooper Gilmore Health Center Team

“Cheryl works tirelessly every day to assure the smooth seamless operations of our Cooper Gilmore Health Center. She regularly acknowledges the hard work of her team and when the going gets tough she encourages others to keep going and moving forward. During this time of COVID-19 protocols, her team rallied and dedicated time and expertise to the screening tent. Thank you for your ongoing commitment to our staff and patients, Cheryl and CGHC Team!”

—*Ronda Alley, Senior Human Resources Assistant*



Alan Hicks, Cardiopulmonary Coordinator

William Spencer, Respiratory Care Therapist

Garry Michaud, Respiratory Therapist

"I am recognizing the quiet unsung heroes in this pandemic, our Cardiopulmonary Department and Respiratory Therapists. COVID-19 is a virulent respiratory disease and our Respiratory Therapists have been key to proactive planning, education, and preparation. This includes the procurement of additional ventilators should the need arise. We thank you all for being part of our amazing care team focusing on the safety of our patients, community and other team members."

—*Chrissi Maguire, Senior Vice President, Chief Operating Officer*



Voices from the Frontline

"In all my experience and training, I was not prepared for the complexity that has befallen the world during this COVID-19 pandemic. You can read about pandemics in nursing class, you can study previous outbreaks, but there is no book that will prepare you for how it feels. Uncertainty, fear, and confusion are not only normal reactions for the community but for medical staff as well. The dedicated professionalism displayed by MDI Hospital – as well as the outpouring of love from the community, from meals to masks – has filled my soul with hope and strengthened my commitment to nursing. I encourage the community to continue to care for and respect each other. Help where you feel you are called to and gain strength from each other."

—*Mary Lou Carey, RN, Emergency Department*

Voices from the Frontline

“When this is all over, what will be remembered are not the case counts, the positivity rates, or the policy choices. What we will remember is how we treated one another. We will care less about what people knew, and rather how they made us feel. We as a society will be evaluated by the way we fostered community.”

—*Nirav D. Shah, MD, JD, Director, Maine Center for Disease Control & Prevention*

Oka Hutchins, Public Affairs Officer

“Oka has been resolute in her dedication to MDI Hospital. She has spent countless hours working with Leadership developing communication plans, videos, social media alerts, signage and a myriad of other tasks, including developing and producing the COVID-19 Staff Briefing. Whenever I ask her to help with an initiative, she is always positive and professional. MDI Hospital is fortunate to have a dedicated, caring employee like Oka.”

—*Chrissi Maguire, Senior Vice President,
Chief Operating Officer*



Michael Smith, Director of Health and Resident Services

“Mike Smith oversees the direct care of 60 senior residents who live at the Birch Bay Inn. The population we care for at Birch Bay Retirement Village is the most vulnerable, and Mike makes every effort to educate and encourage our team daily to support the health of our residents. Mike’s daily COVID-19 emails provide our entire staff with important information on the latest updates in our county and state, and updated policies and procedures to best care for our residents. In these emails, Mike also encourages and thanks staff for maintaining diligence and positivity throughout this pandemic. We are grateful to have Mike as one of the many great leaders and heroes in the Birch Bay community.”

—*Susanne Hopkins, Marketing Director*





Mary Parham, BA, Community Health Educator

Laura Driscoll, BS, CHES, Health Coach

Sarah O'Neil, BUS, CHC, Health Coach

"In these challenging times, Mary Parham is finding creative ways to keep our community exercise classes going via Zoom for seniors, the Parkinson's [support] group, and employees. And our National Diabetes Prevention Program Coaches have continued offering Diabetes Prevention Classes with the use of Zoom meetings. They have been creative in keeping participants engaged and on track during this very difficult time."

—Lynn Leighton, RN, Director, Integrated Care Department

You Make It All Possible

Just as this year has been anything but typical, what you are reading is not a typical annual report. Instead, this is a heartfelt acknowledgement of the deep commitment of our organization's people to protecting and caring for your community – every employee, volunteer, board member, and especially, every supporter.

Our response to the COVID-19 pandemic, the treatments we deliver, the care we give – indeed, the tools and technologies, the very buildings and spaces – all are made possible solely because our donors, at every level, are everyday heroes themselves. You see what is needed, and you support those needs. And you do this because the health and safety of your community matters.

MDI Hospital benefits greatly from an incredible community spirit, as hundreds of volunteers serve in our facilities and thousands of donors provide funding to advance our mission. We thank you all for being an integral part of this year's extraordinary story.

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Britta M. Gooding, MD
James F. Grindle, PMH-NP
Lisa M. Grindle, PMH-NP
Nancy J. Grover, PMH-NP
Tiki L. Hansen, PMH-NP
Adam R. Hecht, MD
Laura E. Hendricks, PMH-NP
Meghann Hennesly, MD
Jesse M. Higgins, PMH-NP
Matthew T. Hoffman, MD
Jason D. Hughes, MD
Tina Islam, MD
Lisa M. Jacobs, PMH-NP
Kathryn W. Jarrett, MD
Joye M. Jewell-Hill, PMH-NP
Krishnan Kartha, MD
Scott R. Kerns, MD
Jerome B. Klein, MD
Benjamin M. Kotinsley, MD
Kedar Kulkarni, MD
Eric W. Kuntz, MD
Lori T. Lalime, PMH-NP
Rebecca F. Marshall, PMH-NP
Kevin M. McDonnell, MD
Patrick S. McFarlane, PMH-NP
Lewis Mehl-Madrona, MD
Nadia Mendiola, MD
Michael M. Messer, MD
Joshua D. Morais, MD
Snehal R. More, MD
Amy J. Movius, MD
Sandra Newberry, MD
Joshua P. Newman, MD
Anthony T. Ng, MD
Chideha M. Ohuoha, MD
Diane F. Ouellette, PMH-NP
Richard J. Pacini, MD
Michael H. Parker, MD
Charmaine Patel, MD
Marc H. Paul, MD
George B. Payne, MD
Carla-Rae J. Peavey-Mitchell, PMH-NP
Ann Marie M. Pierce, MD
Koreen K. Potts, MD
Alan G. Pratt, MD
Alison M. Robinette, MD
Timothy F. Rockcross, MD
Jaime K. Salvatore, DO
Ira L. Scott, MD
Jennifer L. Scott, PMH-NP (Parks)
Michael Sentome, MD
Clifford M. Singer, MD
Elizabeth A. Smith, APRN-PMHNP
Marjorie J. Smith, MD
Jennifer B. Snowden, MD
Sandra E. St. Germain, PMH-NP
Hollie-Ann Stanwood, PMH-NP
Wayne M. Steller, PMH-NP
Benjamin W. Strong, MD
Joan H. Sutcliffe, MD
Thomas H. Vreeland, MD
William J. Wong, MD
Jonathan P. Wood, MD
Michael G. Workman, PMH-NP
Danhong Zhao, MD, PhD

TOWN CLOSED TO PREVENT EPIDEMIC

Influenza or grippe has not as yet become epidemic in Bar Harbor, but the Board of Health, believing that it is far better to apply the proverbial ounce of prevention now than the pound of cure later, decided on Tuesday evening to do everything possible at once to save the town from such a wave of the disease as has swept other places, and to that end issued an order closing until further notice all places where people gather in considerable numbers and in close contact.

All schools, theatres, lodges, libraries, dance halls and churches will remain closed. The Y. M. C. A. and Y. W. C. A. will remain open, but are prohibited from holding any gatherings. The disease has gained but slight foothold and those cases have come from out of town.

Everyone has evinced willingness to cheerfully abide by the decision of the health authorities and it is hoped that Bar Harbor will escape the further spread of the disease.

October 5, 1918 article from the Bar Harbor Times

Lisbon Falls to assist in setting up an emergency hospital (accomplished in 8 hours' time!) and began treatment for 18 flu patients that same day.

On December 28, 1918, as the epidemic's threat began to wane, a notice was published in the Times. "The Board of Trustees of the Bar Harbor Medical and Surgical Hospital appreciate the splendid way in which the nurses at the Hospital assumed unusual responsibilities, and efficiently and loyally performed new duties during the influenza outbreak, and at a meeting held on Saturday, December 21, it was unanimously voted to extend to the nurses and employees the thanks of the Trustees for their faithful and efficient performance of duties under trying conditions."

Our Hospital's legacy is strong, evidenced in today's employees just as surely as it was in their predecessors. Then as now, the healthcare delivered by MDI Hospital is buoyed by our community's resilience, pulling together for the greater good. We are all in this together.

A Historical Perspective: The 1918 Flu Epidemic on Mount Desert Island

"Town Closed," the headline read, and the Bar Harbor Times stated: "The Board of Health...issued an order closing until further notice all places where people gather in considerable numbers and in close contact. All schools, theatres, lodges, libraries, dance halls and churches will remain closed. The YMCA and YWCA will remain open, but are prohibited from holding any gatherings." This may sound familiar to everyone who experienced our Island's shutdown in early spring 2020 due to the coronavirus pandemic... but this article was published on October 5, 1918.

Just as we are rallying and responding to the challenges of COVID-19, residents of MDI in decades past have faced formidable diseases with grace and cooperation. MDI Hospital quickly responded to the 1918 flu epidemic, as the Times explained: "The Hospital has been turned over entirely to handling the disease and surgical cases are not being admitted. Every precaution is being taken and strictest measures are being enforced that people shall not congregate." At the same time, other Maine towns experienced more dire influenza spread. Three nurses from our Hospital were dispatched to



Nurse in PPE on a typical influenza ward, 1918

Fiscal Year 2020 Patient Care Statistics



525 Employees, 97 of whom are nurses



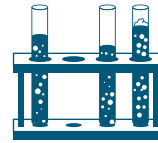
63,566 Outpatient health center visits



6,370 Visits to the Emergency Room



953 Discharges



117,299 Lab tests



11,512 Images taken
Radiology, CT Scan, Nuclear Medicine, Ultrasound, MRI



1,559 Mammograms



61 Births



1,652 Total surgeries



150 Volunteers
with a total of 4,425.75 volunteer hours



165 Swing bed admissions
Swing bed patient days: 1,844
Swing bed average stay: 11.18



725 Acute care admissions
Acute care patient days: 2,428
Acute care average stay: 3.35

Summary of Revenues and Expenses

Including Health Centers and Birch Bay Retirement Village
Year ending April 30, 2020

Total Revenues:	\$72,764,678
Billed for Service:	\$103,877,388
Portion of billing not received due to Medicare, Medicaid, private insurance reimbursement rates, and charity care:	\$38,390,923
Other and Non-Operating Revenues:	\$7,278,2130
Other Non-Operating results	\$(209,669)
Total Operating Expense:	\$69,888,431
(salaries, supplies, interest, depreciation costs)	
Total Gain:	\$2,666,578

Financial Highlights

The MDI Hospital Organization provided **525 jobs**

and maintained a payroll of **\$35,910,854**

Total capital expenditures: **\$2,138,648**

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

Free and Uncompensated Care: **\$6,394,104**

Unrestricted and restricted gifts received by the MDI Hospital Organization: **\$1,580,153**



Reflections on COVID-19

Looking to the past, present, and future at MDI Hospital

Each generation is defined by its shared experiences. The Silent Generation was shaped by the Great Depression and World War II. Baby Boomers grew up during the post-war boom as soldiers returned home to start families and careers. Generation X grew up during a time of national emergencies like the Watergate scandal and global transitions like the fall of the Berlin Wall. Millennials came of age as the internet reshaped our society and the “war on terror” began following 9/11. Members of Generation Z are growing up as digital natives during a decade of intense cultural and political change.

And yet, sometimes an event comes along that is so unexpected, so profound that it immediately alters the lives of everyone who experiences it. On March 11, 2020, the novel coronavirus disease, COVID-19, was declared a pandemic by the World Health Organization. On March 13, the United States declared a national emergency concerning the COVID-19 outbreak.

Businesses and schools were shuttered. Millions were out of work. Guidelines recommended that people stay in their homes unless to obtain essential services like grocery shopping, and even then, to wear a mask and physically distance from others as much as possible. MDI Hospital experienced negative impacts to our regular delivery of healthcare – clinics shuttered for non-emergency visits, elective surgeries indefinitely postponed, dental services suspended, even well-baby checkups and children’s vaccines were paused. As with so many of our local businesses, MDI Hospital has been deeply financially challenged by this crisis.

The pandemic has since reached every corner of our world and claimed the lives of over 180,000 people in the United States alone by the end of August. Despite the immense hardships and tragedy left in the wake of COVID-19, there are still moments of resilience, courage, compassion, and hope to be found – as evidenced in the stories in this report about MDI Hospital’s Everyday Heroes. And as an engaged and supportive member of our community, you, too, are an everyday hero.

Although we can’t predict when the pandemic will end, looking back in history to times like the 1918 flu epidemic remind us that adversity does not last forever, and by



Britany Burke, RN

working together for the greater good, we will make it through to the other side. Though it can already be difficult to remember what daily life was like before the pandemic began, it can help to look back at the year pre-COVID to give us perspective on what lies before us.

In May 2019, MDI Hospital hosted an annual luncheon to honor and celebrate our Island's First Responders in recognition of their extraordinary service to help keep our community safe and healthy. In June, the MDI Hospital Auxiliary held its annual planning meeting and kicked off their fundraising efforts with a bake sale. In July, attendees of MDI Hospital 3rd Annual Benefit Dinner at Islesford Dock raised a record-breaking nearly \$320,000 in support of the Hospital's mission to provide high-quality, compassionate healthcare to our Island community. In August, supporters gathered at the Bar Harbor Club for the Hospital's Annual Meeting featuring guest speaker Representative Brian Hubbell.



In September, our employees enjoyed a picnic and annual employee campaign launch, ultimately raising over \$27,000 to support the purchase of a state-of-the-art GE Panda iRes Bedded Warmer for the Obstetrics department to replace 35+-year-old equipment. In October, the Breast Health Center at MDI Hospital held a ribbon-cutting ceremony for a new, cutting-edge 3D mammography system that provides better, earlier breast cancer detection for our patients; and we hosted four Community Focus Groups that were attended by 70 community members who offered invaluable insights and feedback on the state of healthcare in our community.

In November, MDI Hospital's Auxiliary hosted its annual Fall Fair at the Atlantic Oceanside, raising over \$4,000 for wish list items to support numerous Hospital departments. In December, Hospital employees from all departments participated in our annual holiday gift giving program, purchasing gifts for Housing Authority residents in celebration of the season. In January 2020, planning and budgeting commenced for multiple capital projects to improve MDI Hospital's campus and facilities. In February, the Hospital held one of its quarterly advocacy breakfasts at Birch Bay Retirement Village and Arthur J. Blank, President/CEO, shared insights with engaged community members into Medicaid expansion, state vaccination legislation, gun violence, mental health and substance use issues, and more.

And then in March 2020, the coronavirus pandemic abruptly altered almost everything about daily life as we knew it. But the underlying thread present in each of the accomplishments in these preceding months is a strong, engaged community – both within the Hospital it-



self and throughout our broader Downeast region – coming together continuously to help strengthen the health of our neighbors.

It is that community spirit, that resilience and steadfastness, that has enabled MDI Hospital and our friends and colleagues to now work together to prepare for and stand against the COVID-19 pandemic. We are fortunate that as of mid-July, cases have been and continue to remain low in Hancock County. However, we recognize that potential surges can come at any time and we are continuously preparing for that possibility.

As a result, MDI Hospital established its COVID-19 Preparedness Fund to help meet the Hospital’s evolving needs while maintaining the quality of care that is our hallmark. This fund will help the Hospital provide care during the current coronavirus crisis and give us the ability to pivot if another significant outbreak or disaster comes to the Island. From March to the end of August, our community has united in resolve and generosity, giving just over \$1,000,000 in support of MDI Hospital’s COVID-19 Preparedness Fund and other COVID-19 preparedness related projects – including community education, masking, testing, and contact tracing initiatives – in addition to the countless, indispensable donations of masks, meals, lodging, and equipment to help support our frontline caregivers.

In the face of unprecedented challenges, and with the phenomenal support of our community, MDI Hospital has invested significant resources to help keep our community safe and prepared, now and into the future as the pandemic continues. This included temporarily expanding our licensed bed capacity, establishing a dedicated respiratory clinic and central access point for symptomatic testing, and participation in an innovative workforce testing pilot program in partnership with the Downeast COVID-19 Task Force. By providing regular COVID-19 surveillance data for a subset of frontline employees throughout the summer season, this pilot will help protect not only our workforce but our greater community and visitors as well.

The Downeast COVID-19 Task Force was established to explore community-based solutions to COVID-19 testing, contact tracing, and education. In addition to its workforce testing initiative, MDI Hospital also partnered with the task force to distribute 40,000 medical-grade masks to area employers to further protect front-facing employees. The Hospital also provided staff support to The Jackson Laboratory’s ongoing initiative to gather COVID-19 surveillance data via an asymptomatic workforce testing initiative for their employees.

The pandemic is and will continue to be a globally shared experience for quite some time, impacting the lives of everyone in all generations. Someday, it will be a memory, but one that will not be long forgotten. Hopefully, in the end, it will be remembered how we united, while apart, to protect and care for our precious Downeast community.

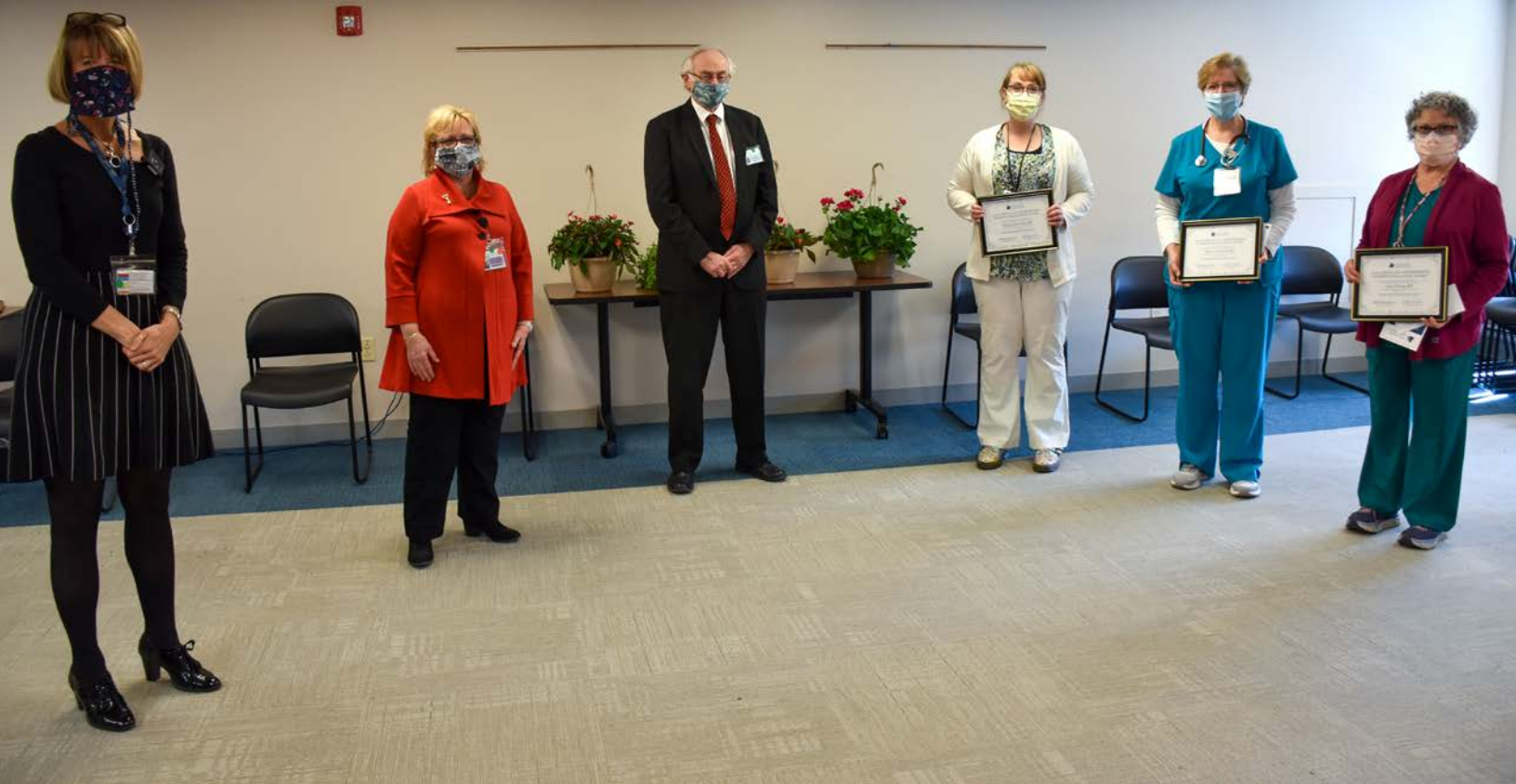


Monica Theroux, RN



Nurses from MDI Hospital’s Critical Care Unit





Pictured left to right: Chrissi Maguire, Senior Vice President/COO; Karen Mueller, RN, BSN, MBA, Chief Nursing Officer; Art Blank, President/CEO; Patricia Zavaleta, RN; Karen Vanzura, RN; Jean Young, RN. Absent from photo: Sharon Kenausis, RN. Patricia, Karen, Jean, and Sharon were awarded the Ursula E.J. Lee Award for Nursing Excellence in May 2020.



10 Wayman Lane • PO Box 8 • Bar Harbor, Maine 04609 • 207.288.5081 • www.mdihospital.org

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
17 Hancock Street
Bar Harbor | 288.5024

LISA STEWART WOMEN'S HEALTH CENTER
330 Main Street
Bar Harbor | 288.8100

MDI BEHAVIORAL HEALTH CENTER
322 Main Street
Bar Harbor | 288.8604

MDI GENERAL SURGERY
17 Hancock Street
Bar Harbor | 801.5300

MDI HOSPITAL MEDICAL IMAGING
10 Wayman Lane
Bar Harbor | 288.5081

MDI ORTHOPEDICS
10 Wayman Lane
Bar Harbor | 288.0242

MDI PHYSICAL THERAPY
10 Wayman Lane
Bar Harbor | 288.5081, ext. 1354

16 Community Lane
Southwest Harbor | 244.5630
394 Bar Harbor Road
Trenton | 667.5899, Ext. 6120

MDI UROLOGY
10 Wayman Lane
Bar Harbor | 288.0242

NORTHEAST HARBOR CLINIC
(seasonal) Kimball Road
Northeast Harbor | 276.3331

DON AND BETH STRAUS PROGRAM
25 Village Inn Road
Bar Harbor | 288.8014

TRENTON HEALTH CENTER
394 Bar Harbor Road
Trenton | 667.5899

WEEKEND CARE CLINIC
10 Wayman Lane
Bar Harbor | 801.5077