2025 IMPACT REPORT



A Future We're Building Together

For 128 years, Mount Desert Island Hospital has proudly provided responsive healthcare to generations of community members. We are the last independent hospital in our rural region of Downeast Maine, with a deep responsibility to meet the unique needs of our patients.

From our main campus in Bar Harbor to our outpatient clinics and services, we take pride in offering compassionate, patient-partnered care.

MDI Hospital is a community of healing, made possible by the outstanding support of friends and neighbors across this region. It's evident on every page of this Impact Report: everything we do is enabled by you.

You are the reason that MDI Hospital is positioned for a strong future, built on our history of caring, resilience, and innovation. As our community's healthcare needs change and evolve, we adapt our services and facilities accordingly.

- We're investing in women's health with expanded gynecological services, breast health, prenatal and postpartum care, and care navigation. While the closure of our Labor and Delivery unit reflected the difficult reality of changing demographics, our commitment to caring for women at every stage of life remains steadfast.
- We welcome and educate the next generation of physicians, nurses, and caregivers, all of whom are essential to delivering the best-quality, cost-effective care at MDI Hospital.
- We are prioritizing mental health and well-being for community members of all ages by expanding access through educational outreach, crisis response, family resiliency training, collaborations with local schools, and support groups for teens and adults.

We are modernizing our Bar Harbor campus to improve accessibility, readiness, and responsiveness to meet the diverse medical needs of our community. This improvement project will position MDI Hospital for the community's future healthcare needs, gratefully supported by the Building Our Future campaign.

We are moving forward together, with the future of health and healing on Mount Desert Island in our hands. We are deeply committed to caring for this community - you are the reason, the heart, and the purpose of what we do each day. From everyone at MDI Hospital, our Health Centers, and Birch Bay Retirement Village, thank you.

Chrissi Maguire
President/CEO

Guided by Purpose, Grounded in Community

Mount Desert Island Hospital was established in 1897 through the vision, generosity and steadfast resolve of a community committed to caring for one another. The community members came together to imagine a hospital that would serve this rural region – a hospital grounded in compassion, strengthened by unity and dedicated to the well-being of all. This legacy lives on today, as we continue to respond to the evolving needs of our community, hand in hand, just as they did more than a century ago.

This year has been a time of significant change. Yet throughout, our commitment to the health and vitality of our community has remained unwavering. From our main campus to our network of health centers, our patients, providers, staff, and community members are navigating an evolving healthcare landscape together. While policies, economic conditions, and demographics continue to shift, our purpose endures: to provide exceptional, compassionate care to every individual who comes through our doors.

With the steadfast support of generous partners like you, we continue to invest strategically in the healthcare of our community. We are modernizing our facilities, expanding access to care across our health centers, and strengthening the systems which allow us to deliver safe, equitable, and patient-centered care. The enduring strength of this institution rests on the dedication of those who stand behind it, just as it did in 1897.

As we enter a new era of healing on Mount Desert Island, we continue to be guided by the principles of access, equity, compassion and excellence. We invite you to join us in advancing this mission. Your generosity and engagement will ensure that every individual in our region, whether a year-round resident or a seasonal visitor, has access to high-quality, compassionate care when they need it most.

On behalf of the Board of Trustees, I extend our deepest gratitude to you.

Martle Thompson Wagner, PhD

Martha T. Wagner, PhD

Chair, MDI Hospital Board of Trustees

Your Impact: Fiscal Year 2025 Highlights

As an independent, not-for-profit community hospital, Mount Desert Island Hospital exists to serve the people of MDI & Hancock County. We are immensely grateful to YOU—our dedicated community, donors, and friends for all you do to advance the health and well-being of MDI. You help ensure that MDI Hospital is here to deliver expert, compassionate primary, specialty, and emergency care to all who need it—when they need it most.

Care and Quality Recognitions

Community Care Partnership of Maine recognized MDI Hospital employees for their exceptional contributions. Katie Skeate, Manager of Quality Data Analytics, received the Quality Improvement Champion Award for her expertise in metrics and workflows that elevate care outcomes. Tricia Thurlow, Health Center Nurse Manager, earned the Patient-Centered Care Award for her leadership in initiatives like vaccine clinics, patient portal outreach, and revamping our food assistance program. Their work exemplifies MDI Hospital's mission and values in action.





Launch of the MDI Hospital CNA Academy

This year, MDI Hospital launched its Certified Nursing Assistant (CNA) Academy, a fully grantfunded program for employees to advance in healthcare.

Led by Barbara Jean Bragdon, the academy prepares staff for CNA licensure through accessible, high-quality training. This initiative strengthens care teams while creating new career opportunities.

Expanding Behavioral Health on the Quietside

Acadia Family Center (AFC) generously gifted MDI Hospital its facility in Southwest Harbor, expanding behavioral health access in the area while integrating AFC's offerings into the Southwest Harbor and Northeast Harbor health centers.

The transition ensures uninterrupted care while repurposing AFC assets to support community education, school partnerships, family training, and substance use recovery programs. This milestone strengthens access to behavioral healthcare across the island.



...Fiscal Year 2025 Highlights, continued

Powering the Future

MDI Hospital marked a major milestone with the completion of the Central Utility Project, transitioning to a sustainable, climate-resilient power system. Made possible by The Manton Foundation, The Wilbur & Hilda Glenn Family Foundation, and several other funders, the transformational project will ensure safe, reliable care delivery for years to come. The project was successfully completed thanks to the careful planning and expertise of our Engineering team.





Best Places to Work in Maine

MDI Hospital was named one of the 2024 Best Places to Work in Maine, a recognition of its supportive culture and team commitment. As the island's second-largest employer, with over 500 staff, the hospital continues to lead as a rural, independent healthcare provider known for excellence in both care and workplace environment. Birch Bay Retirement Village was also recognized as one of the Best Places to Work in Maine in the small employer category, recognizing the amazing work environment our colleagues have cultivated while caring for their residents and their families.

Honoring Excellence in Nursing with our First DAISY Awards

Established by The DAISY Foundation, in memory of J. Patrick Barnes, MDI Hospital proudly held its first DAISY Awards, recognizing the exceptional compassion and clinical excellence of our nurses. Through nominations from patients, families, and peers, this national program honors the meaningful, lasting impact of nursing care.

We're honored to join the DAISY Foundation in

A Lifeline Across the Water: Donna's Story

Donna Wiegle's life on Swan's Island — six miles off the coast of Mount Desert Island — is both peaceful and precarious. The island's remote beauty comes with its challenges, especially when living with a complex, life-threatening illness.

Diagnosed with stage IV ovarian cancer in 2016 following emergency surgery at Mount Desert Island Hospital, Donna has since faced two cancer recurrences and now battles chronic bowel obstructions caused by radiation damage. She's been hospitalized more than 30 times in the last nine years. "These episodes are painful and frightening," she says, "and the only thing harder than managing the symptoms is trying to get to care in time."

For Donna, getting to the hospital often means waiting overnight for the first ferry — a harrowing reality when every minute matters. But through it all, one thing remains constant: her trust in MDI Hospital and its healthcare providers.

"People ask why I keep coming back," Donna says. "It's because MDI Hospital feels like home."

From the moment she first met Dr. Charlie Hendricks, she knew she was in capable, compassionate hands. "Dr. Hendricks and the entire care team don't just treat my symptoms — they treat me like a person. They welcome me with warmth, create a plan, and help me get back to my life on the island."

That life has always been one of service.

After moving to Swan's Island in 2001, Donna realized the limited access to healthcare for islanders. She responded by founding the island's first health center, transforming a former restaurant into a small but essential medical hub. With critical support from MDI Hospital — including visiting

physicians, phlebotomy services, and preventive care — the center became a cornerstone of community health. Donna ran the center for 16 years, while also founding Eldercare Outreach of Swan's Island to support the island's aging population.

And her advocacy didn't stop there. In 2019, three years into her cancer journey, Donna climbed onto a teal-and-white Harley-Davidson and rode solo across the country — 6,198 miles in total — to raise awareness for ovarian cancer. Along the way, she handed out 770 symptom cards and shared her story of courage, determination, and hope.



"People ask why I keep coming back," Donna Wiegle says. "It's because MDI Hospital feels like home."

"MDI Hospital has been with me every step of the way," she says. "From emergency services to primary care, infusion, palliative support, and more — they deliver excellent medical care in a setting that's kind, personal, and deeply respectful."

Today, Donna is defying the odds. Told by doctors at Dana Farber that she had just five years to live, she recently celebrated her ninth cancer anniversary. She credits much of that milestone to the care she received — and continues to receive — at MDI Hospital. Now retired, Donna writes, speaks, and inspires others with her story, captured in her memoir FINDING COURAGE: Navigating Cancer on My Harley. Through every chapter of her journey, she and her husband Charlie remain deeply grateful for what they call the "gem of a hospital" just across the water.

Because of donor support, MDI Hospital remains a beacon of hope for Donna — and for many others whose lives depend on excellent care, no matter how far they may live from Mount Desert Island.



With more than 15 years of dedicated service, Lynne Assaf embodies the heart and soul of MDI Hospital, and we are honored to recognize her as one of the 2025 Employees of the Year. Known for her warmth, wisdom, and unwavering compassion, Lynne has spent her career forming deep, genuine connections with patients and staff alike. Her ability to understand and support people, especially during moments of vulnerability, is a true gift, and one that she offers freely day after day.

Lynne has long been a cornerstone of care management at MDI Hospital, often performing behind-the-scenes magic to ensure patients leave our hospital with the support they need. She's stepped in after hours, on weekends, and even while on vacation to solve complex challenges with grace and compassion. Her advocacy for patients is fierce, and her resourcefulness and persistence have led to countless successful discharges and even better outcomes.

This past year, in the face of shifting needs, Lynne transitioned into a counseling role at the Behavioral Health Center, because that's where her community needed her most. Even as she nears retirement, her energy, commitment, and humility have never waned. She is passionate, persistent, and incredibly resilient, traits that have made her a trusted resource throughout the MDI Hospital health system. For a decade and a half, Lynne has remained a steady, grounding force for staff, patients, and families alike.

Lynne's work is defined not just by the countless patients she's helped, but by the example she sets for everyone around her. Her integrity, kindness, and tireless dedication have earned her the deep respect of colleagues across all departments. She reminds us that healthcare is about human connection, and she delivers that with unmatched grace.



MDI Hospital is proud to recognize Caleb Cough as one of our 2025 Employees of the Year. Caleb's contributions exemplify the very best of who we are. His technical expertise, collaborative spirit, and unwavering commitment to service make him an invaluable member of our team. Widely known as the go-to IT person across the hospital, clinics, and Birch Bay Retirement Village, Caleb is sought after not only for his problem-solving skills but for his kind, calm, and approachable demeanor. He freely shares his knowledge, works across departments to improve systems, and consistently steps up for his colleagues, offering support after hours, swapping on-call shifts, and volunteering his time for collaboration projects.

Caleb's forward-thinking approach has led to impactful, cost-saving innovations, that have increased accessibility and reliability across the organization. Most notably, Caleb singlehandedly managed the complex relocation of vital fiber connections as part of the hospital's campus improvement plan, ensuring continuity of service with minimal disruption. A true ambassador for MDI Hospital, Caleb demonstrates our values every day. His compassion, integrity, and deep sense of responsibility, to both his coworkers and the greater community, set a remarkable example.

What truly sets Caleb apart is the way he leads with quiet confidence and genuine humility. He doesn't seek credit, yet the impact of his work is evident across every corner of our organization. Caleb plays a vital and often unseen role in our ability to deliver on our mission; we are grateful for his service and honored to celebrate his contributions.



Stephen Lewis exemplifies the very best of Birch Bay Retirement Village. A steady, compassionate, and deeply committed presence, Stephen approaches each day with professionalism, purpose, and care. Now serving as a CRMA on the Safe Harbor unit, he is known for his attention to detail, strong communication, and calm leadership. He consistently goes above and beyond for both residents and colleagues, never hesitating to offer support or step in where needed.

Stephen's impact goes beyond his responsibilities; he brings empathy and sincerity to every interaction. One memorable moment speaks volumes: after the passing of a resident's close

friend, Stephen took the time to connect with her personally, gently encouraging her to attend grief support. His kindness made her feel seen and supported in a time of deep sorrow. After her interaction with Stephen, she turned to the other staff in the room and expressed, "He is wonderful." And he truly is.

Dependable, compassionate, and deeply attuned to the needs of others, Stephen embodies the spirit of Birch Bay. We are proud to honor him as our 2025 Employee of the Year.



Every Friday and Saturday, Jael Nelson makes the walk to Mount Desert Island Hospital, not out of obligation, but out of a deep desire to give back. Her commitment to volunteering is steady and deeply felt by everyone she encounters.

Jael brings genuine warmth and empathy to her work. Whether she's spending time with patients or lending a hand to the nursing staff, she's always ready to help. From offering a kind word to ensuring the hall closets are fully stocked with supplies, Jael's presence makes a difference in both big and small ways. Her kindness, dedication, and ever-present smile brighten the halls of MDI Hospital and lift the spirits of staff and patients alike.

In addition to her volunteer work, Jael has eagerly participated in multiple job shadow opportunities, further deepening her understanding of health care. She has observed a gallbladder removal procedure in Surgical Services, supported patients in Oncology, and learned from providers in Orthopedics, studying different types of fractures, arthritis, and orthopedic surgeries. Curious, studious, friendly, and attentive, Jael approaches every opportunity with maturity and a genuine desire to learn.

She embodies the very best of what it means to serve others and pursue a future in health care. We are proud to honor Jael Nelson as our 2025 Volunteer of the Year.



Thayer Fanazick Birch Bay Retirement Village



Thayer Fanazick, a beloved and steadfast activities volunteer whose impact has been felt deeply over nearly 12 years of service, is Birch Bay Retirement Village's Volunteer of the Year.

Thayer's presence at Birch Bay is one of warmth, kindness, and consistency. Whether she's sharing a laugh during a word game or performing with the Acadia Handbell Choir, her joy is infectious and her commitment unwavering. Her musical visits with the choir are especially treasured; residents eagerly look forward to their performances, which bring not only entertainment but also comfort, nostalgia, and a shared sense of community.

Beyond the music and games, Thayer is known for her thoughtfulness and reliability. She responds promptly, adapts easily to scheduling needs, and always shows up with a generous spirit. To our residents, Thayer is more than a volunteer, she is a friend, a familiar face, and a bright light.

Fiscal Year 2025 Patient Care Statistics



532 Employees, 112 of whom are nurses



70,995
Outpatient health center visits



7,577
Visits to the Emergency Room



125,549 Lab tests



17,415
Images taken
Radiology, CT Scan, Nuclear

Medicine, Ultrasound, MRI



4,759 Mammograms





\$3,557,645



105 Volunteers

with a total of 3.901 volunteer hours



Total Gain:

105 Swing bed admissions

649 Discharges

Swing bed patient days: 925 Swing bed average stay: 8.81



519 Acute care admissions

Acute care patient days: 1,809 Acute care average stay: 3.49

Summary of Revenues and Expenses

Including Health Centers and Birch Bay Retirement Village Year ending April 30, 2025

Total Revenues:	\$90,528,129
Billed for Service:	\$152,314,835
Portion of billing not received due to	
Medicare, Medicaid, private insurance	
reimbursement rates, and charity care:	\$66,968,334
Other and Non-Operating Revenues:	\$5,181,628
Other Non-Operating results	\$4,871,085
Total Operating Expense:	\$91,841,570
(salaries, supplies, interest, depreciation costs)	
Operating Loss:	(\$1,313,441)

Financial Highlights

The MDI Hospital Organization provided **532 jobs** and maintained a payroll of **\$46,783,641**

Free and Uncompensated Care: \$193,183

Total capital expenditures completed or in progress for the year:

Routine capital expenditures: \$1,539,312 Campus improvement initiatives: \$8,900,000

Unrestricted and restricted gifts received by the MDI Hospital Organization: \$9,029,921

2024-2025 Donor Support

Circle of Care Society

MDI Hospital's Circle of Care Society honors our generous supporters whose dedication to the health and well-being of your Mount Desert Island community is expressed through annual charitable gifts of \$1,000 and above. We are deeply grateful for this committed group of donors' critical support that enhances the mission and vision of MDI Hospital.



VISIONARY OF CARE \$25,000+

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Paul Coston



"Mount Desert Island Hospital is a cornerstone of what makes MDI a community, serving as a Critical Access Hospital and providing first-class, caring healthcare to all who live, work, and visit MDI."

—Dean Read, MDI Hospital Board of Trustees

Christina Costello

"Strong, healthy communities require access to high-quality, compassionate care. The Bangor Savings Bank Foundation is proud to support Mount Desert Island Hospital in its work to provide exceptional healthcare and enhance the well-being of the community. As a Foundation, we are committed to investing in the health of our region to help ensure a resilient, vibrant future."

help ensure a resilient, vibrant future."

—Gavin Robinson, SVP, Community Relations Manager
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—Peter Houghton



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Named for the year MDI Hospital was conceived, the 1897 Society was established to preserve the legacy of this Island Hospital. The 1897 Society honors those who have included the Hospital in their estate plans. Their gifts secure a bright and healthy future for generations to come and ensure that there will always be a first-class medical facility on MDI.

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Ann Tikkanen

"The Bar Harbor Rotary loves hosting the annual Adventure Golf Tournament at Pirate's Cove in support of our community, and MDI Hospital is a great partner. As well as providing fundraising support and volunteers, it is wonderful to see so many of their employees also having fun on the course. We believe in the importance of having a local hospital that can offer immediate and personalized care to everyone."

-Scott Hammond, MDI Rotary Club

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Nursing Excellence Awards



Congratulations to RNs Patrick Ainsworth, Carolyn Barry, Tonya Brown, and Essie Simmons, the recipients of the 2025 Ursula E.J. Lee and Dr. Leung Lee Memorial Award for Nursing Excellence.

These awardees were described as going above and beyond for their patients and their families. They are recognized for always listening and advocating, so that anyone who comes to MDI Hospital and Health Centers is treated with dignity and respect.

Patrick, a palliative care nurse and cancer patient navigator, provides compassionate and thoughtful care to patients living with serious and chronic illnesses. He takes the time to listen deeply, educate thoroughly, and guide patients and their families through complex medical decisions with empathy and clarity.

Carolyn, a health center nurse, is described as a trusted leader and resource. Her expert triage skills and compassionate approach ensure that patients always receive timely, appropriate care, taking into account both clinical and social factors. Tonya, an emergency department nurse, is known for taking on the most challenging and complex cases without hesitation. She is a leader and fierce patient advocate. Tonya cares for people experiencing behavioral health crises, ICU-level patients, and everyone in between, and treats them all with the same level of high-quality care and compassion.

Essie, a health center nurse, is always willing to step in wherever she is needed, even if it is outside of her usual role and responsibilities. Essie brings a warmth and calming presence to her work and exemplifies the best qualities you would want in a member of your care team.

Established in 2019 by Dr. Leung Lee in memory of his wife, the Ursula E.J. Lee & Dr. Leung Lee Memorial Award for Nursing Excellence honors the compassionate, loving care Ursula received from her nurses at MDI Hospital. The award is given to four nurses each year who demonstrate clinical excellence and a commitment to compassionate care in their nursing practice.



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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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

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394 Bar Harbor Road Trenton | 667.5899, Ext. 6120

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