



Northern Light HealthSM

Annual Report 2023

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HOW ARE YOU?

How are you is a simple question that we ask many times throughout the day, but it's also a question that goes beyond conversation; an expression of genuine care and interest in the wellbeing of others. It's a foundation of the deeper, more meaningful relationships we build with our employees, patients, community members, and others. We hope this annual report illustrates how this question, while at the heart of our character, is one of the ways we guide our patients and their families through the healthcare experience.

This year, we highlight ways our incredible employees and community partners work together to ensure we are making healthcare work for all people in Maine. From a nurse who provides healing care in the hospital and nourishing food in a restaurant, to helping community members combat opioid use disorder with Narcan training.

Our commitment extends well beyond the walls of our facilities; we are training community organizations in psychological first aid and are collaborating with our local communities to promote health education and help create a healthier Maine. We extend our gratitude to our dedicated staff and community partners, and to the people of Maine who place their trust in us. We hope you take a moment to ask, "How are you?" and see how incorporating this simple but meaningful question into your daily interactions can positively affect your relationships and create meaningful connections.

We hope you enjoy the 2023 Annual Report.



T. Dentry
Timothy J. Dentry, MBA
President & CEO
Northern Light Health



J. Ryan
John Ryan
Board Chair
Northern Light Health

HOW ARE YOU...

Northern Light Health's Narcan Program: Saving Lives in Maine

Andrew Mitchell found himself in a situation he never expected. He was outside a restaurant in Bangor one August afternoon in 2022 when a life changing experience convinced him of the importance of the overdose-reversing medication, Narcan.

Mitchell, who received a Narcan kit at the Blue Hill Fair, was out with a friend when a woman across the street urgently called out that a man was overdosing. Quickly, Mitchell rushed to his truck, grabbed the Narcan kit, and administered the life-saving drug to the unconscious man, whose lips had turned blue. Thanks to his timely intervention, the man began to regain consciousness.

Mitchell received his free Narcan kit from Northern Light Blue Hill Hospital, which has been at the forefront of addressing Maine's opioid epidemic. Employees handed out these kits to the public at the Blue Hill Fair in 2022 and 2023. Mitchell shares, "I had no medical training at all, and if I can use Narcan, anyone else can use it too. It's straightforward," he shares.

Northern Light Health's efforts extend beyond Narcan distribution to individuals. Hospitals across the system are engaging the community in a new and meaningful way. Northern Light Inland Hospital in Waterville and Northern Light Sebecook Valley Hospital in Pittsfield provide training to community organizations on the use of Narcan. The hospitals' training programs are part of a three-year federal grant program to reduce overdose deaths in Maine.

Hanna Bouchard, a community health outreach coordinator with both hospitals, plays a vital role in this program. Her experience as an emergency medical technician, coupled with her dedication to the cause has made her a key figure in providing Narcan training to community partners, including Kennebec Valley Community College in Fairfield. "This program is not just about teaching people how to use Narcan; it's about giving them the knowledge and tools to save lives," shares Bouchard.

In the battle against opioid overdoses, data tells a compelling story. Maine experienced more than 700 overdose deaths in 2022, and while the numbers are alarming, Narcan is making a difference. Of the 9,394 reported non-fatal overdoses, 2,200 were reversed thanks to community members carrying Narcan. Now with Food and Drug Administration approval, this life-saving medication is available over the counter.

"I had no medical training at all, and if I can use Narcan, anyone else can use it too. It's straightforward."

- Andrew Mitchell

GOING TO SAVE A LIFE?

Across Maine, the opioid crisis remains a significant challenge. These initiatives, whether distributing Narcan kits at the Blue Hill Fair or providing community trainings, are crucial steps towards reducing drug overdose deaths. These programs serve as beacons of hope, reminding us that every life is worth saving, and every intervention counts.



Community Health Outreach Coordinator Hanna Bouchard conducts Narcan training with staff at Kennebec Valley Community College.

A Vital Connection



Are you monitoring your health?

Northern Light Home Care & Hospice is one of the first home healthcare agencies to endorse and promote telehealth for patients who qualify. Through LiveConnected, Northern Light's telehealth program, monitors can be installed in a patient's home. Our nurses train patients on how to read and record the information to monitor their condition, and the machine does the rest! More than 630 Mainers statewide use LiveConnected, including those who are not patients of Home Care & Hospice.

The service uses monitoring equipment to provide daily readings of

vital signs to registered nurses. The nurses work with the patient and their physician to maintain and adjust medications from the convenience of home. Each day at a pre-determined time, the machine guides the patient through the steps to monitor their health.

Northern Light Home Care & Hospice uses a team approach to deliver care, educate our patients, and to better manage conditions like chronic heart and lung diseases. Often, managing chronic health conditions means frequent trips to the doctor or hospital to monitor vital signs. Using telemonitoring

and offering care, such as physical therapy, occupational therapy, and speech language pathology to patients at home eliminates the stress of frequent trips and difficult access to transportation.

Each Northern Light Home Care & Hospice patient receives a customized care plan that includes clinical home visits, telehealth monitoring, and education designed for the individual, allowing patients to manage their care from the comfort of home.

To learn more about LiveConnected visit northernlighthealth.org/liveconnected

To find out if you qualify, please call 800-757-3326 to speak to a member of our Home Care & Hospice team.



HOW ARE YOU...

Transforming Lives: Francis Warde Home

For decades, Portland has been a destination for people seeking asylum; leaving their home countries, seeking safety and protection in a new place to call home. Sometimes, there are

“It’s transformative. I’ve seen people who have been in the program for a few months, and they look like different people than when you first meet them because their basic needs are met, and they are constantly progressing and developing.”

- Melissa Skahan

cracks in the social safety net for this vulnerable population, and some of the most vulnerable are pregnant women.

One woman, who came to Northern Light Mercy Hospital on a cold rainy day in June, was five months pregnant, without shelter, and in dire need of care. Melissa Skahan, vice president of Mission Integration at Mercy, recounts her

story, “This woman was ill, had no home, and a discharge plan would potentially put her back out on the street or into another short-term shelter.”

Thankfully, Skahan was already working on a solution. Mercy Hospital had recently teamed up with the non-profit In Her Presence (IHP), to start a new, two-generational program for pregnant women who are seeking asylum. The new program would open soon, in the former Francis Warde Convent, a residence once owned by the Sisters of Mercy of the Americas and named after one of the original Sisters of Mercy.

The Francis Warde Home was nearly ready to open, so instead of sending this pregnant woman back into uncertainty, hospital staff stepped in. Within 48 hours, they made a crucial decision that would change her life. Skahan adds, “Our staff kept her here, and the program launch was timed so that we were able to move her quickly into Francis Warde.”

The Francis Warde program, as it is commonly referred to, ensures that vulnerable women in need of shelter, basic needs, and healthcare receive support. Overseeing the day-

to-day operations of the Francis Warde program is Claudette Ndayininahaze, the co-founder and executive director of IHP. Ndayininahaze emphasizes, “We are just beginning to understand how to see the whole person and serve the whole person. The IHP approach is creating long-term community and lifelong learners who give back. We need to integrate culture and ensure a true balance of power so that women from all over the world feel empowered to shape their healthcare.”

The program goes beyond providing shelter and healthcare. It extends to offering educational opportunities, including English language classes and workforce training at Northern Light Mercy Hospital. The women who benefit from the program go through a remarkable transformation.

In Skahan’s words, “It’s transformative. I’ve seen people who have been in the program for a few months, and they look like different people than when you first meet them because their basic needs are met, and they are constantly progressing and developing.”

The Francis Warde Home empowers those who have

This baby and its mother are residents at the Francis Warde Home in Portland.

AND YOUR BABY?

experienced hardship and displacement to influence their interactions with healthcare. The model reflects the specific needs of immigrant women and their children across the continuum of care.

Through this program, Mercy Hospital, in partnership with IHP, is creating a healthier, more inclusive society where vulnerable individuals can thrive. Other collaborating agencies in this endeavor include Community Housing

of Maine, JTG Foundation, Sisters of Mercy of the Americas, and the State of Maine.



Claudette Ndayininahaze, Co-founder and Executive Director, In Her Presence; Melissa Skahan, Vice President of Mission Integration, Mercy Hospital; and Solange Tchatat, Community Health Worker, Mercy Hospital.

Our Climate Health Pledge



How can we Improve our Planet's Health?

We know that climate change can translate into poorer health outcomes for people across the planet and right here in Maine. To create a healthier environment for everyone, Northern Light Health has pledged to reduce our greenhouse gas emissions by 50 percent by 2030, and to achieve net zero emissions by 2050. In 2021, we began to gather data on things like direct

emissions related to our use of heating fuels, vehicles, and even anesthetic gases.

We also looked at indirect emissions from our electricity usage. We've converted to electric vehicles, built more energy efficient hospitals, and began outsourcing our electricity from more renewable sources. In year one of our pledge, we've already

reduced our greenhouse gas emissions by more than ten percent! We know there is a long way to go, but we're pleased that we are off to such a positive start!

We have some exciting new projects planned for 2024 including improvements to our supply chain, a food waste program, and a new podcast series on climate sustainability.



To learn more, visit Northernlighthealth.org/Sustainability



HOW ARE YOU...

A Journey of Nursing and Nourishing

It's just before 9 am when Hope Moneke and one of her daughters arrive in Veazie, a suburb of Bangor, to start cooking for their restaurant where they serve delicious African cuisine each Friday through a shared kitchen arrangement. Moneke and her family made the life-changing decision to move to Maine a decade ago, seeking new opportunities and a better life. With an innate desire to help people, Moneke went to school and became a nurse, something that was not easily accessible to her in Nigeria.

Now, she works on a busy cardiac floor at Northern Light Eastern Maine Medical Center. Little did Moneke know that her journey would lead to the creation of a unique blend of cultures, where her roles as a nurse and a chef would intertwine to bring joy, comfort, and a taste of home to her new community.

Like many new Mainers, Moneke and her family missed the food and flavors of home. This became an opportunity for Moneke to pursue her other great passion: cooking. Growing up in Nigeria, she had honed her culinary skills, and now she had the chance to share her culture through food. Moneke's flexible nursing schedule allows her to dedicate time to both her patients and her restaurant. She works three days a week at the medical center, where she finds immense fulfillment caring for patients. This role as a nurse is not just a job for Moneke; it's a calling.

"I feel a deep sense of accomplishment in caring for my patients and then being able to share my culture with this community through food."
- Hope Moneke, RN

SHARING YOUR CULTURE?



Chinanza Moneke, Sadichcha Dallakoti, and Hope Moneke

Moneke's face lights up when she describes the joy she finds in patient care and how her culinary artistry is an extension of her nurturing spirit as a nurse. "I feel a deep sense of accomplishment in caring for my patients, and then being able to share

my culture with this community through food," says Moneke.

For Moneke, both her roles, nurse, and chef, are intertwined. She is a healer in both settings and finds great satisfaction in serving and making a difference in people's lives.

Her gift is not just about the food she serves; it's about the connections she creates and the joy she brings to those whose lives she touches. Her story is a reminder that no matter where we



come from, we all share the common human experience of wanting to make a difference and finding fulfillment on our journeys. Moneke has achieved just that, with a warm smile and a plate full of delicious African cuisine.

"People come here, and they tell me my food is delicious, and that makes me very happy," says Moneke. "I feel so proud of myself that I accomplished this, and I get to make a difference in people's lives, that is the most important thing."

"I feel so proud of myself that I accomplished this, and I get to make a difference in people's lives, that is the most important thing."

- Hope Moneke, RN



Bringing Education to Rural Communities

Rural hospitals play a vital role in providing essential medical services to underserved communities. However, these hospitals often face significant challenges in recruiting and retaining nurses. To understand the transformative power of innovative programs designed to attract and keep

nursing talent in rural areas, look no further than the inspiring story of Danielle Craig, RN, Northern Light Mayo Hospital.

Craig represents the heart and soul of rural healthcare in Maine. Her remarkable journey into the nursing profession and her unwavering commitment to serving her community highlight the positive effects of programs designed to recruit and retain nurses to rural Maine.

As the mother of six children, Craig faced a unique set of challenges when considering a career in nursing. The need to balance her family's well-being with her professional aspirations was a significant concern. Rural living often comes with lengthy commutes to educational institutions and healthcare facilities, making it difficult for individuals like Craig, with a

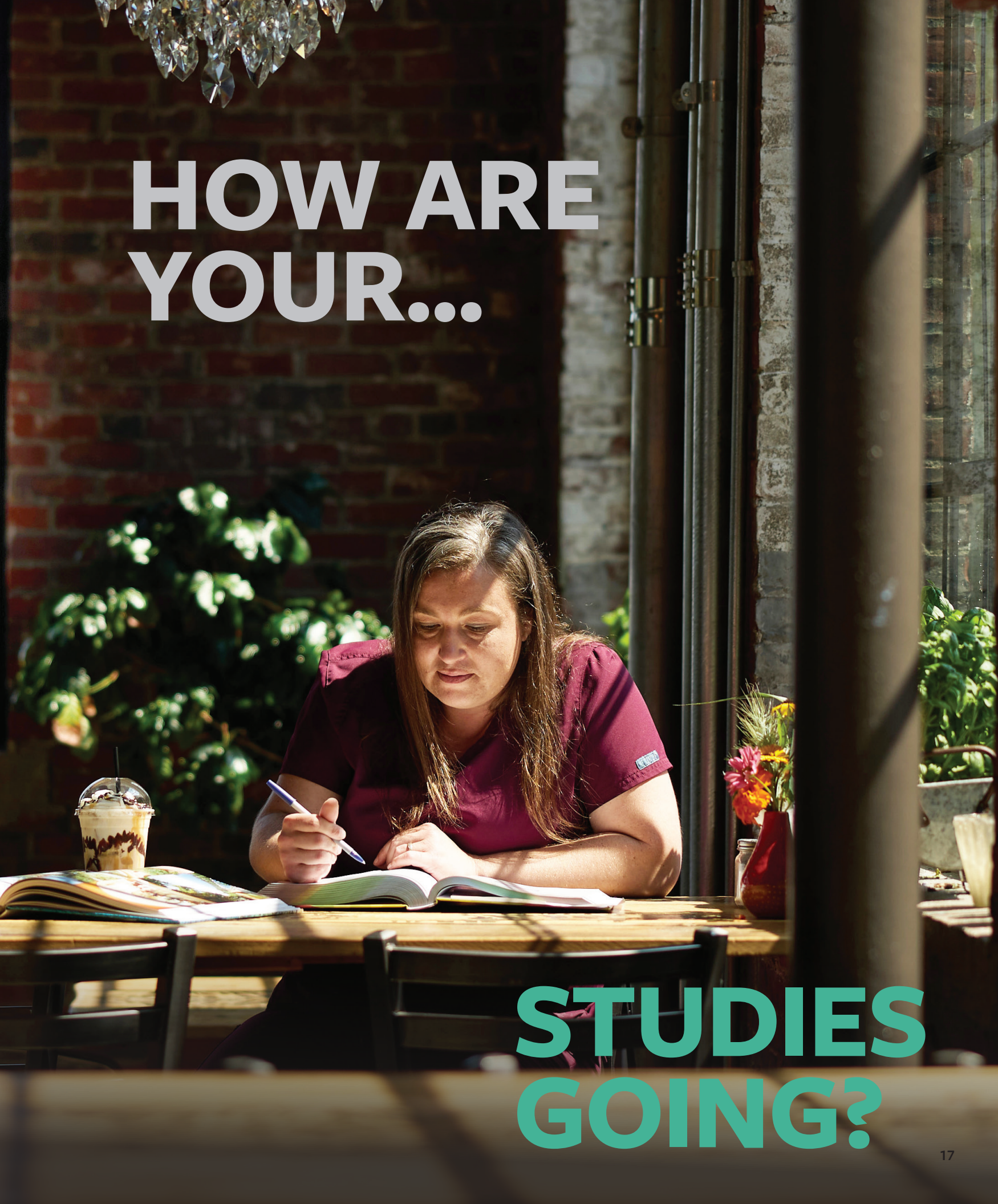
growing family, to pursue their dreams.

Craig's journey took a fateful turn when she stumbled upon an ad in the Piscataquis Observer for a nursing program in Dover-Foxcroft and a distance learning program offered by Eastern Maine Community College (EMCC) in Bangor, a unique program bringing education closer to home for rural residents. EMCC held the classes at the Piscataquis County Technical Center in Dover-Foxcroft. Craig recalls, "I had children at home, so less time on the road meant more time with them outside of class and less need for childcare."

The program's innovative approach included video conferences, allowing students to access the same instructors and the same classes available on campus, and dedicated in-classroom support from nursing professionals like

“Before I became a nurse, we were a one-income family with six children. By providing access to education to rural communities, you’re bringing those families up, and that will bring the entire community up.”
- Danielle Craig, RN

HOW ARE YOUR...



STUDIES GOING?

Nikki Chadwick, RN, MSN, CPHQ, vice president of Quality and Education, Northern Light Mayo Hospital, who played an integral role in Craig's journey. Craig recalls, "We had Nikki in the classroom to help support us, answer any questions we had, and she

took us to our clinicals right in town at Mayo Hospital." For Craig, this educational opportunity was not only life-changing but also transformative for her family. She emphasizes, "Before I became a

nurse, we were a one-income family with six children. By providing access to education to rural communities, you're bringing those families up, and that will bring the entire community up."



Nikki Chadwick, RN, MSN, CPHQ,
Vice President of Quality and Education,
Northern Light Mayo Hospital

Umbrella Sky Project



Are you inspired?

Art inspires imagination and wonder. It takes us to new places and makes us feel curious and excited. The Umbrella Sky Project, sponsored by Northern Light Eastern Maine Medical Center, inspired by Mary Poppins, is an outdoor art exhibit installed

around the world that took over downtown Bangor in summer 2023. The display of whimsy, exuberance, energy, and maybe a little bit of protection from the rain and sun came to Cross Street, the corridor between Main Street and Columbia Street. If you

missed it, don't worry; the installation returns in summer 2024. Be sure to come visit and when we ask, "How are you?" we hope you will reply, "Practically perfect in every way!"



HOW ARE YOU...

Assembling the Puzzle: Integrated Women's Health

In today's fast-paced world, women often find themselves juggling a multitude of responsibilities, from caring for family to excelling in the workplace. Amidst this balancing act, the importance of their own health often takes a back seat. Fortunately, healthcare providers like Behnoosh Dashti, MD and Danielle Agrella, WHNP, of Northern Light Women's Health, recognize this challenge and are offering a holistic approach to women's health.

The concept centers around an integrated care setting, one that combines primary care and obstetrics/gynecology services in a seamless and convenient way: essential healthcare components under one roof, delivering a unique and cohesive healthcare experience.

Dr. Dashti compares it to assembling pieces of a puzzle. "We make sure that all pieces are beside each other in the same frame. I think the clinic could be seen as a frame that brings all the pieces of the puzzle of healthcare together for women all in the same place."

"I think the clinic could be seen as a frame that brings all the pieces of the puzzle of healthcare together for women all in the same place."
- Behnoosh Dashti, MD

PUTTING YOUR HEALTH FIRST?

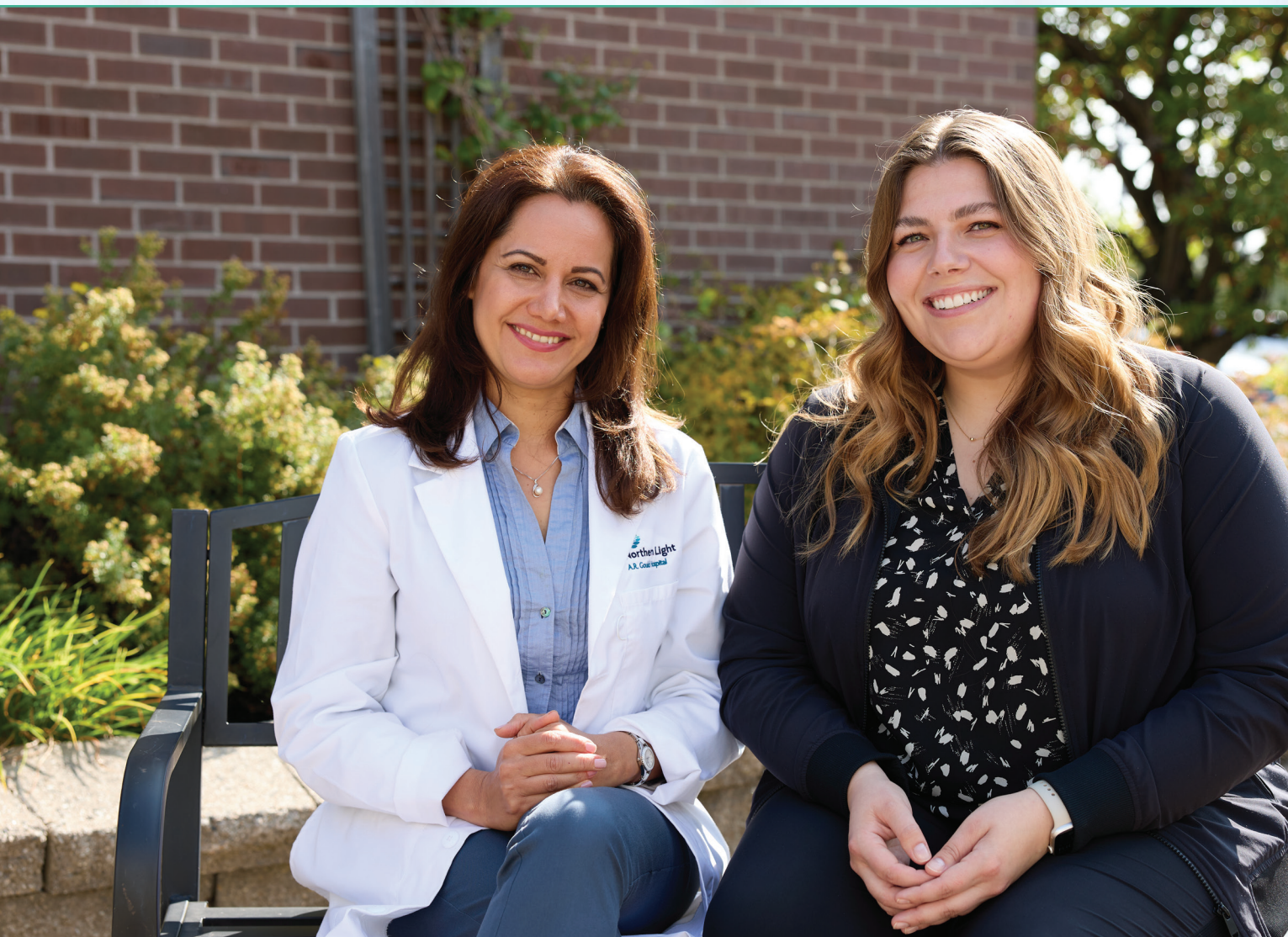
The Women's Health Center is conveniently located within Northern Light AR Gould Hospital. Dr. Dashti points out, "If they need blood tests or imaging, we can arrange that at the hospital, in some cases even on the same day." This minimizes the need for patients to travel for different tests and procedures, making care accessible and efficient.

The advantages are even more apparent when considering the rural

setting of Maine. "Harsh winter weather can hinder travel. Patients no longer need to brave challenging conditions to access healthcare services scattered across town. Instead, they can find the care they need all in one place," says Agrella.

This care model goes beyond just providing healthcare services; it empowers women to make themselves a priority. It serves as a reminder to all to place their health first so that

they are better equipped to face the demands of life, for themselves and for those they love. Highlighting the importance of patient-centered care and the profound effect it can have on individual lives and the community as a whole, the collaborative spirit of these providers sets a new standard for healthcare delivery in their community, ensuring that individuals receive the care they need and deserve.



Behnoosh Dashti, MD and Danielle Agrella, WHNP

Self-scheduling your Mammogram



Are you taking charge of your schedule?

Breast cancer is the second leading cause of cancer death in women. When detected early, 98 percent of patients survive. Breast cancer can be detected in a mammogram up to three years before patients can feel any changes. Screening mammograms, starting at age

40, are a crucial part of breast cancer prevention and early detection, and online self-scheduling makes it easier than ever to make sure you're up to date.

Available 24 hours a day, seven days a week, you can schedule

your screening mammogram whenever it's convenient for you. Since beginning in June of 2022, more than 2,600 people have self-scheduled their mammogram at a Northern Light Health hospital.



Visit NorthernLightHealth.org/ScheduleAMammogram to schedule your screening mammogram today.



ARE YOU OK TODAY?

Psychological First Aid Training: A Resource for our Communities

It's a warm morning in August and as the sun rises over the lake at Camp Jordan in Ellsworth; campers and counselors begin their day with a quick swim. While memories of summer camp can be some of the best, it's important to be prepared if a child needs extra support. Children are facing an increasing amount of stress and emotional challenges; providing psychological first aid (PFA) training is one way we're helping community organizations in our region prepare to provide support. Northern Light Acadia Hospital, in collaboration with other Northern Light Health members, provides training sessions to community partners including camp counselors, hospitals, and local schools.

Jennifer Laferte-Carlson, community health manager, Northern Light Acadia Hospital, together with a team of colleagues offer the training at no cost to organizations and leaders throughout Maine.

"This training allows there to be a bridge to keep people safe until they can be connected with resources," says Laferte-Carlson. "Training includes providing skills to identify and respond to those who have experienced trauma, being able to connect those individuals to resources and provide them with skills for self-care."

"This training allows there to be a bridge to keep people safe until they can be connected with resources."

- Jennifer Laferte-Carlson

Camp counselor Blair Hudson (right) talks with camper Lily Carlson (left).

Among the counselors to receive training at Camp Jordan in Ellsworth was Blair Hudson, the arts and culture director at the camp. Hudson, who is in her seventh year as a camp counselor, says the training has allowed her to be more proactive in identifying early signs of emotional distress in campers. The newfound skills help her create a safer and more supportive environment for the kids and teens under her care.



Jennifer Laferte-Carlson and Lily Carlson

"I had never had any type of training in mental health or psychological first aid, so this was a great addition to my skill set," says Hudson. "I came out of the training with a lot more confidence

to handle certain situations on my own, and I've been able to use it on a couple occasions over the course of the summer, specifically with children having panic attacks or experiencing other signs of trauma."

"Now more than ever, this training is essential for members of our communities to be equipped with the skills to recognize and address emotional distress," adds Laferte-Carlson.

In a time of crisis, PFA training empowers community members to feel confident and capable in supporting others emotional well-being. It plays a significant role in reducing the stigma around seeking mental health support and enabling early intervention.



For more information about psychological first aid training call the Northern Light Acadia Hospital Behavioral Health Resource Center at 207.973.6100.

Total Community Investment by Category

Community Health Improvement Services	\$2,490,559
Health Professions Education	\$4,022,229
Research	\$1,996,124
Cash and In-Kind Contributions	\$371,121
Community Building Activities	\$956,392
Community Benefit Operations	\$3,248,526
Traditional Charity Care	\$12,624,507
Unpaid Cost of Public Programs:	
Medicaid	\$104,192,288
Medicare	\$205,297,947

Total Systemwide \$335,199,693



To learn more go to: northernlighthealth.org/Community-Health-Needs-Assessment/Community-Benefit-Reports

Northern Light Health Member Community Benefit

Acadia Hospital	\$15,155,781
AR Gould Hospital	\$21,201,384
Blue Hill Hospital	\$2,708,150
CA Dean Hospital	\$237,239
Eastern Maine Medical Center	\$210,812,481
Home Care & Hospice	\$822,464
Inland Hospital	\$13,996,973
Maine Coast Hospital	\$11,704,985
Mayo Hospital	\$1,435,371
Mercy Hospital	\$54,402,571
Northern Light Health Home Office	\$742,021



DONOR SPOTLIGHT

Carla and Danny Lafayette

With more than a 22 year history of supporting Northern Light Health, Danny and Carla Lafayette have been instrumental in helping us provide vital resources to those facing cancer, behavioral health disorders, Multiple Sclerosis, and more. In recognition of their long-standing philanthropic support of Northern Light Health, they were awarded with the inaugural True North Philanthropy Award.



John Marshall Webber

Northern Light Eastern Maine Medical Center is honored to be a beneficiary of the late John M. Webber's estate. This \$9,000,000 gift is the largest in the history of Eastern Maine Medical Center and will influence healthcare in the greater Bangor community for generations to come. An additional distribution of several million dollars is anticipated following the settlement of the estate. Steven Spetnagel, nephew of John Marshall Webber, visited Bangor in May to present a check to both Eastern Maine Medical Center and to St. Joseph Hospital.



CA Dean

The new, modern Northern Light CA Dean Hospital is scheduled to open February 27, 2024.



Acadia

The new Pediatric Day Treatment Center and renovated Mood and Memory Clinic opened in August 2023. The new inpatient pediatric wing opened to patients on January 8, 2024.



Maine Coast

Northern Light Maine Coast Hospital opened the Dixon Family Birthing Center January, 2023 and construction is nearing completion for renovation of modern, private rooms with better space for care teams and families.



To learn more about how donors are supporting care in our communities, visit northernlighthealth.org/foundation

Master Facility Plan Updates

Northern Light Health partners with donors to invest in rural healthcare.



Blue Hill

Northern Light Blue Hill Hospital welcomed the first new patients in its new hospital on August 23, 2023.

Giving by Organization

Acadia Hospital	\$1,148,591.57
AR Gould Hospital	\$123,530.42
Blue Hill Hospital	\$1,645,744.38
CA Dean Hospital	\$534,958.20
Eastern Maine Medical Center and Children's Miracle Network Hospitals	\$11,028,894.19
Home Care & Hospice	\$324,360.95
Inland Hospital	\$199,560.96
Maine Coast Hospital	\$343,392.03
Mayo Hospital	\$137,497.20
Mercy Hospital	\$2,890,815.48
Northern Light Health	\$3,715.07
Northern Light Health Foundation	\$129,335.08
Sebecook Valley Hospital	\$156,025.48
Total	\$18,666,421.01

Consolidated Balance Sheets

Years Ended September 30, 2023 and 2022

(in thousands of dollars)

ASSETS	2023	2022
Total current assets	\$621,143	\$534,651
Assets limited as to use:		
Capital replacement and other designated uses	305,378	327,121
Self insurance funds and other trusts	56,731	47,559
Donor restricted gifts	89,463	92,514
Total assets limited as to use	451,572	467,194
Property and equipment, net	884,088	829,522
Other long-term assets	59,708	62,748
Total assets	\$2,016,511	\$1,894,115
LIABILITIES		
Total current liabilities	\$444,820	\$ 404,718
Accrued post-employment benefits	236,005	229,948
Long-term debt	589,777	522,375
Other long-term liabilities	32,880	40,594
Total liabilities	1,303,482	1,197,635
Total net assets	713,029	696,480
Total liabilities and net assets	\$2,016,511	\$1,894,115

Consolidated Statements of Operations

Years Ended September 30, 2023 and 2022

(in thousands of dollars)

	2023	2022
Net operating revenue	\$2,162,584	\$2,006,106
Operating expenses:		
Salaries and employee benefits	1,123,083	1,136,355
Supplies and other	1,075,602	1,001,468
Total expenses	2,198,685	2,137,823
Loss from operations	(36,101)	(131,717)
Other gains (losses)-net	34,093	(46,318)
Deficiency of revenue and gains over expenses and losses	\$(2,008)	\$(178,035)
Operating margin	-1.67%	-6.57%
Total margin	-0.09%	-9.08%
Reinvestment in clinical equipment, technological advancements, and facilities	\$105,192	\$85,896

1
Home care and hospice organization

1
Integrated physician organization

6
Emergency transport members

8
Nursing homes

6
Joint ventures

10
Hospitals

45
Primary care practices

705
Available acute care beds

10,557
Employees

404,553
Primary care visits

27,574
Inpatient admissions

4,543
Observation admissions

3,001
Births

7,116
Inpatient surgical cases
29,159
Outpatient surgical cases

418,794
Imaging procedures

13,743
Inpatient emergency department visits
100,733
Outpatient emergency department visits

465
Cardiac surgeries

2,453,722
Outpatient visits

154,396
Telehealth Visits

147,319
Home care & hospice patient visits

LifeFlight of Maine

- 94 Towns Responded to for Scene Calls
- 203 Total Scene Calls
- 362 Fixed Wing Air Transports
- 361 Traumatic Injury Transports
- 449 Ground Transports
- 1,454 Helicopter Air Transports



Northern Light Medical Transport

- 100 Towns/townships/unorganized territories in response area
- 3,331 Wheelchair van transports
- 19,398 Patients transported

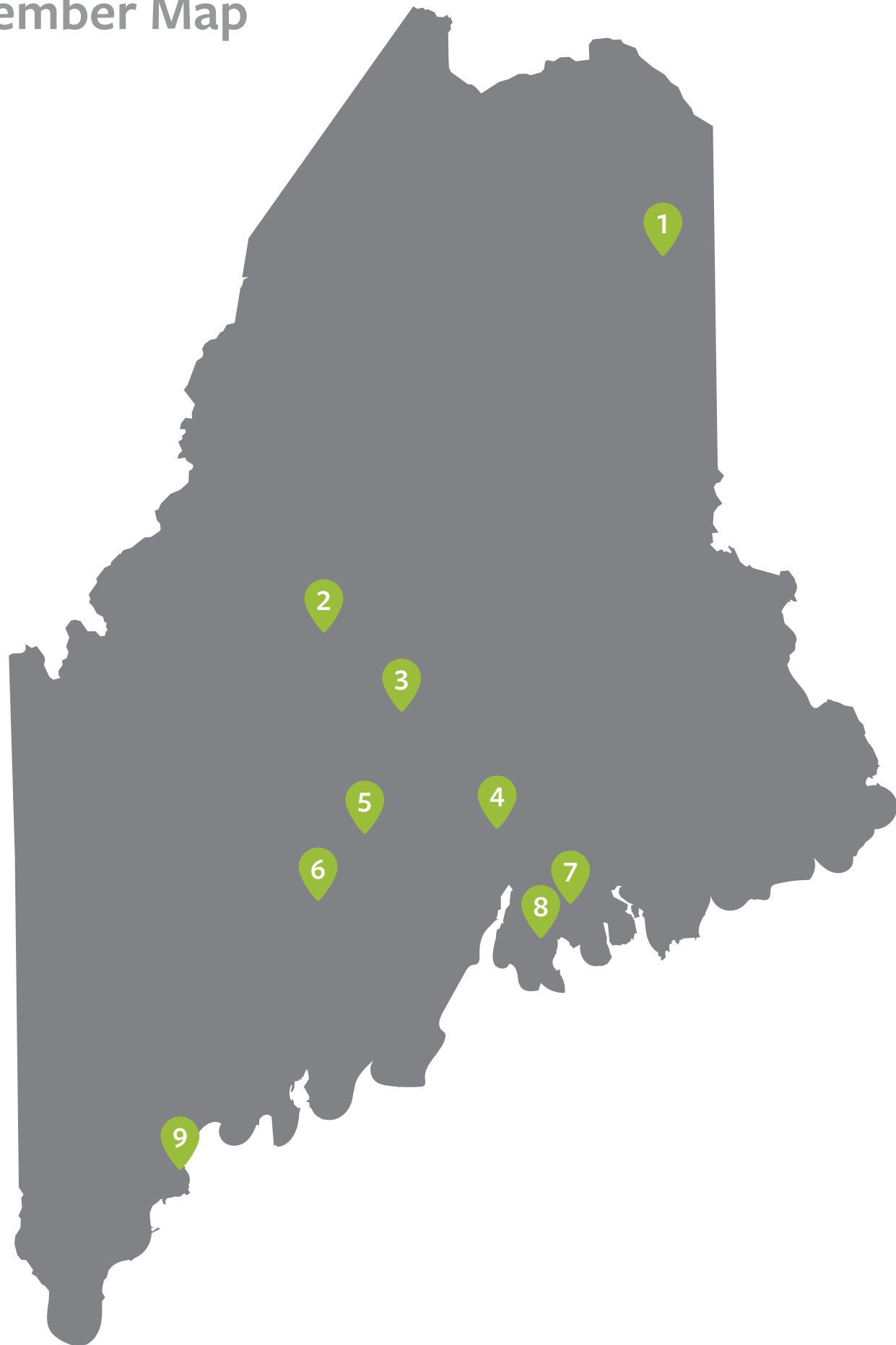


Joint Ventures

- County Physical Therapy, LLC
- LifeFlight of Maine, LLC
- LTC, LLC
- MedComm, LLC
- New Century Healthcare, LLC
- Uniship Courier Services, LLC



Member Map



1 Presque Isle
 Northern Light AR Gould Hospital
 Northern Light Home Care & Hospice
 Northern Light Work Health

2 Greenville
 Northern Light CA Dean Hospital

3 Dover Foxcroft
 Northern Light Mayo Hospital
 Northern Light Work Health

4 Bangor
 Northern Light Acadia Hospital
 Northern Light Eastern Maine Medical Center
 Northern Light Health Foundation
 Northern Light Home Care & Hospice
 Northern Light Pharmacy
 Northern Light Work Health
 Northern Light Work Force

Brewer
 Northern Light Eastern Maine Medical Center
 Northern Light Health Home Office
 Northern Light Pharmacy

5 Pittsfield
 Northern Light Sebecook Valley Hospital
 Northern Light Work Health

6 Waterville
 Northern Light Home Care & Hospice
 Northern Light Inland Hospital
 Northern Light Work Health

7 Ellsworth
 Northern Light Home Care & Hospice
 Northern Light Maine Coast Hospital
 Northern Light Work Health

8 Blue Hill
 Northern Light Blue Hill Hospital

9 Portland
 Northern Light Home Care & Hospice
 Northern Light Laboratory
 Northern Light Mercy Hospital
 Northern Light Pharmacy
 Northern Light Healthy Life EAP
 Northern Light Work Health

Our mission, vision, and values

Our Mission

We improve the health of the people and communities we serve.

Our Vision

Northern Light Health will be a leader in healthcare excellence.

Our Values

To accomplish its mission and vision, Northern Light Health will embrace these values:

Integrity:

We commit to the highest standards of behavior and doing the correct thing for the right reasons.

Respect:

We respect the dignity, worth, and rights of others.

Compassion:

We deliver care focused on the needs of each person and guide families and individuals through the experience with kindness and professionalism.

Accountability:

We take a responsible and disciplined approach to achieving our priorities and responding to an ever-changing environment.



How are you?



The Cianchette Building
43 Whiting Hill Road, Suite 500
Brewer, Maine 04412
northernlighthealth.org

Receive Northern Light Health news all year.

