



Thinking Globally, Acting Locally

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As we reflect on the past year at Northern Light Health, we are reminded of our responsibility to deliver exceptional care while adapting to and rising up to meet our challenges. This year's annual report theme, thinking globally, acting locally, demonstrates how we remain focused on our promise of making healthcare work for Maine people.

In this 2024 annual report, we share many remarkable stories. You will read about how we eliminated a common operating room gas out of concern for our environment, how mobile mammography brings services to rural areas, how a youth summit addresses mental health challenges, a patient's journey through gender-affirming voice therapy, and one family's experience of becoming caregivers.

These stories highlight our promise to meet local needs while contributing to global solutions. We've persevered, strengthened services, and stayed true to promise.

Thank you for your trust, partnership, and support as we navigate this journey together.

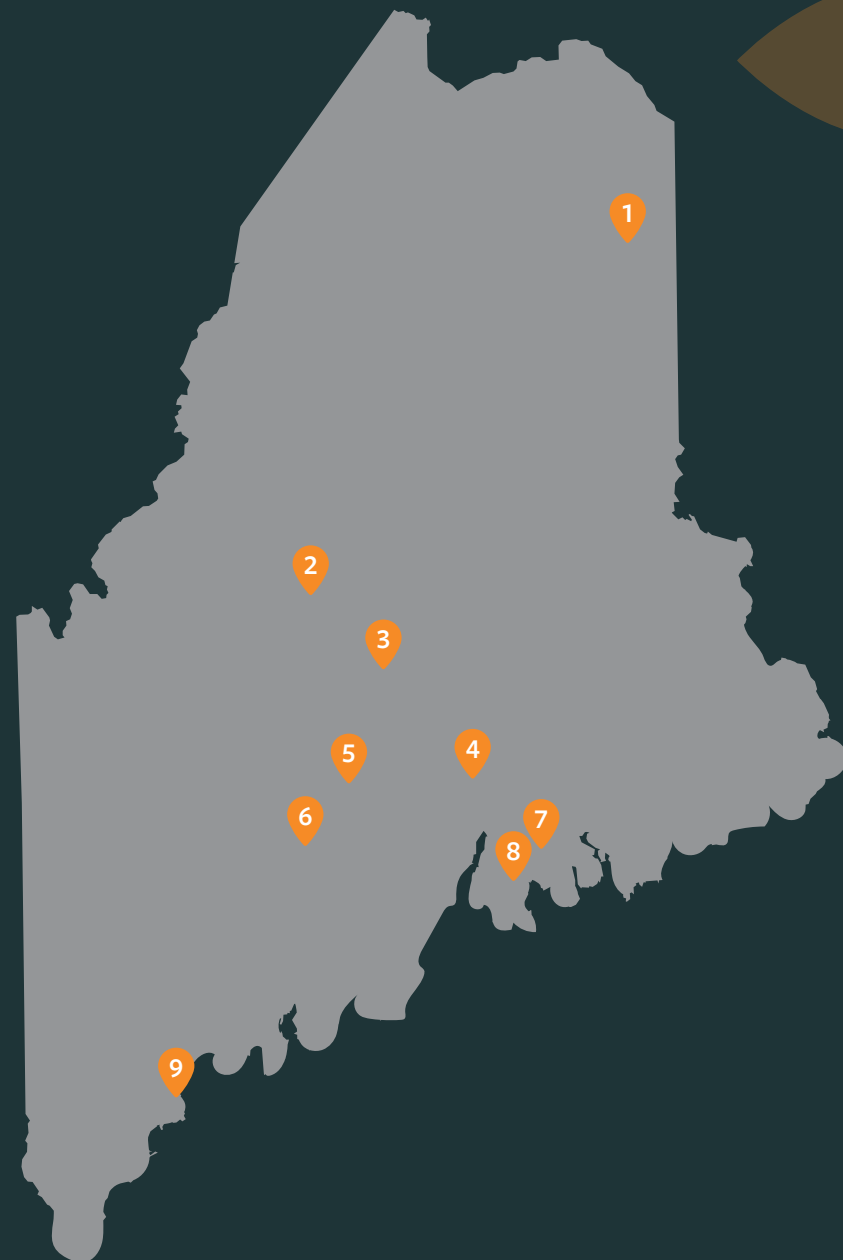


Timothy J. Dentry, MBA
President & CEO
Northern Light Health



John Ryan
Board Chair
Northern Light Health

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



Youth Mental Health 

➔ Don't dance around the issue

The needs of teen mental health have reached alarming levels in Maine, and a group of passionate student volunteers at Northern Light Eastern Maine Medical Center has responded. The Youth Mental Health Summit was established to provide tools, support, and the understanding necessary to better navigate the complexities of adolescent mental health.

Stella Fox, a student volunteer manager and senior at Hampden Academy, says she had her own journey with mental health. "I'm a pretty busy person. I am someone who, if I'm not busy, I try to find things to make my life busier," she laughs, describing her packed schedule.

As part of that busy life, Fox struggles with the internal pressures of being a

teenager, especially in the demanding world of dance. "There is a lot of pressure in dance about a certain look you're supposed to have," she adds, "Obviously, that's tough for anybody to hear. But when you're going through your teen years, you're facing a lot of other pressures and challenges."

Fox and her fellow student manager and student at John Bapst, Ada Sinclair-Steele, are passionate about making a difference. Each year, high school students who participate in the volunteer program at the medical center work on a passion project for a cause that they choose. In 2024, the group chose youth mental health.

"I really didn't know that much about mental health when we started," Fox admits, "But as we brainstormed and

discussed different ideas, I realized how crucial it was to create a space where teens could learn how to take care of their mental health."

Stacey Coventry, the director of community engagement at Eastern Maine Medical Center helped guide the students. "For this passion project, one of the things we talked about was wanting to have a community forum that brought adults and peers together to openly have a dialogue about all the things that contributed to their mental health. Everything from bullying, to stress in schools, social media, suicide awareness and prevention, and grief and bereavement, all the different things that affect our mental health. They wanted to have a dialogue, but also have a way to show kids that there are other ways that they can cope with these things."

The summit featured a variety of activities, from art therapy and

nature-based therapy to animal-assisted therapy and open panel discussions. "We jumped right into adventure-based activities, because to learn about adventure-based activities through a lecture seems counterintuitive. We had them doing things like a pool noodle shuffle, which is where everybody holds a pool noodle and at the same time they have to let go of their pool noodle and grab the noodle of the person next to them without letting it hit the floor, and

we let them work through some of their frustrations," explains Shane "Mack" McPherson, psychiatric technician and activities coordinator, Northern Light Acadia Hospital.

"Having summits like this is important because there are not many of them around here, especially geared toward high school students," says Sinclair-Steele, "So many teens struggle with mental health challenges and this helps provide resources to seek help within our communities."

Coventry was moved by the students' engagement. "I was hoping they would feel less alone and walk away with a new way to manage their mental health," she says, "I also hoped they'd be excited to share what they'd learned with their peers and family members." The summit wasn't just about learning new coping mechanisms; it was also about breaking the stigma surrounding mental health. It was designed to create a safe, open space for teens to discuss mental health and learn effective coping strategies.

As the day ended, Fox shared her thoughts. "If you're willing to talk about it, you should," she said, "It's about giving hope to others. Once you tell your story, other people will feel comfortable enough to tell theirs, and that will help them become more open about their struggles. Hopefully, when they do, they'll realize they're not alone."

Stella Fox (pictured previous page) and her peers chose youth mental health for their passion project, a component of the **Northern Light Eastern Maine Medical Center** volunteer program. As part of the project a community summit was held that featured a variety of activities, including adventure based activities.





Check
it out

Northern Light Maine Coast Hospital

Turning pages early: New program welcomes babies with their first library card

Northern Light Maine Coast Hospital is proud to partner with the Ellsworth Public Library by launching Baby's First Library Card, an initiative promoting early literacy and a lifelong love of reading. Beginning in May 2024, every baby born at our Dixon Family Birthing Center receives a welcome package that includes an age-appropriate book and an application for a complimentary library card from the Ellsworth Public Library, regardless of residency.

This program, funded in memory of Melanie Zador—an avid hospital and library volunteer—honors

her dedication to community enrichment through literacy. “Our team is excited to

Blue Hill and Maine Coast Hospitals. “This collaboration is a meaningful way to celebrate

because everyone thinks that the library is just to take out books and it’s not,” explains Carrie Barnes, RN, Northern Light Maine Coast Hospital. “There are so many other things the library offers like playgroups and reading time for moms and their kids. It’s easy as a new parent to feel isolated, and these programs help keep them connected.”

Sarah Lesko, Ellsworth Library director adds, “Reading is one of the most important skills we have in lifelong learning, so we are thrilled to partner with Northern Light Maine Coast Hospital to welcome our newest community members.”



Pictured from left to right: Krista Sawyer RN, Bridget Mangan, RN, Carrie Barnes, BSN, RN-BC, Sarah Joy, and Sarah Lesko

support families in fostering early reading habits with their babies,” shares Sarah Joy, director of Philanthropy for Northern Light

Melanie’s legacy and connect families with valuable resources.” The community resource is about more than books. “I think it’s undersold



Mobile Mammograms 



Delivering care closer to home

For many women in rural Maine, getting regular mammograms can be tough. They face long drives, limited transportation options, and, sometimes in Maine, you just can't get there from here. That's why Northern Light CA Dean Hospital and Northern Light Mayo Hospital launched a mobile mammography unit, bringing high-quality breast cancer screenings directly to women who might otherwise go without.

The mobile unit is one way Northern Light Health is improving access to healthcare. "The most important reason for launching this mobile mammography unit is to reach women in rural communities who might otherwise not have access to their screening mammograms," explains Joann Lovell, director of Imaging at Northern Light CA Dean and Mayo Hospitals.

The mobile unit has the same state-of-the-art 3D mammography technology used in Northern Light Health's hospitals and clinics. "That means patients get the same exceptional care, same high-quality images, and the same experienced technologists, whether they're at the hospital or in the mobile unit," explains Lovell.

For Lorna Young, the first patient screened in the mobile unit, the convenience was great. "It was very easy for me. All I had to do was walk out the back door of my office and into the mobile unit. It was just perfect," says Young, who appreciated how simple the process was and how accessible the screening was for her.

The mobile mammography unit travels throughout rural communities statewide, saving patients travel time and

removing the stress of securing transportation. This service, Lovell notes, is a game-changer for many patients. "For women in these communities, the ability to get a mammogram without traveling long distances makes a world of difference."

By sharing resources, staff, and expertise, Northern Light CA Dean and Mayo Hospitals can provide seamless care across a wider area. "The collaboration has been a huge benefit to both communities. We share

resources, share patients, and that ensures we provide the best care possible," says Lovell, "It's not just about screenings; it's about offering comprehensive care to these patients."

The importance of early detection of breast cancer cannot be overstated. Regular mammograms can identify potential issues before symptoms appear, increasing the chances of successful treatment. As Lovell put it, "If we can prevent even one family from

losing a loved one to breast cancer, then we've been a success."

For women like Young, the mobile mammography unit offers more than just convenience—it offers peace of mind. "I would absolutely recommend this to other women," she says, "The convenience and all the advantages it brings to our area are invaluable. It's just an incredible resource."

Northern Light CA Dean Hospital and Northern Light Mayo Hospital launched a mobile mammography unit that provides state-of-the-art 3D mammography technology. Pictured, Kacy Wakefield, community women's health navigator welcomes Lorna Young, the first patient to be screened in the mobile unit.





Northern Light Acadia Hospital

Addressing Maine's shortage of psychiatrists

Maine has a critical shortage of psychiatrists. The number of licensed practitioners in our state has dropped from 110 in 2020 to just 50 in 2022, according to the U.S. Bureau of Labor Statistics. To address this urgent need, Northern Light Acadia Hospital launched a Psychiatry Residency Program, designed to grow Maine's behavioral healthcare workforce, and improve access to mental health services.

Supported by a \$1 million grant from The Manton Foundation, the program is one of two psychiatric residencies in Maine

and the only one north of Portland. After receiving 494 applications on the first day alone, Acadia Hospital leaders interviewed

"The smaller hospital setting at Acadia has created a close-knit community where I've felt welcomed and supported from day one," says

Kelly Kossen, MD adds, "Living here has allowed me to spend my free time exploring farms, hiking, and visiting coastal towns. The staff's kindness has made my transition seamless."

Acadia's four-year program aims to train 16 residents at full capacity, with the hope that many will continue practicing in Maine. "Where doctors train often determines where they stay," says Mark Lukens, president, Northern Light Acadia Hospital, "This program is a vital step in addressing Maine's mental health challenges."



Pictured left to right: Emily Schiller, MD; Adrielle Massey, MD; Kelly Kossen, MD; and Karen Singh, MD

95 candidates and matched four residents through the National Resident Matching Program.

Karen Singh, MD, "It's been wonderful to return to Maine and experience the state's beauty while advancing my career."



➔ A journey through gender-affirming voice therapy

Kira Libby's transition journey began in 2018, long before she met Robby Desjardins, MA, the lead speech-language pathologist at Northern Light AR Gould Hospital. She moved to Aroostook County in 2019, hoping for a fresh start and a chance to live more authentically.

That fresh start and opportunity still seemed just out of reach for Libby, who struggled with a voice that didn't match how she felt on the inside and looked on the outside.

"My job has always been on the phone," she shares, "And every time I pick up a call, I hear either someone misidentify me or, at best, affirm who I know I am. That constant uncertainty can be draining. I felt invisible, like I was living in two worlds."

Libby's voice dysphoria, the discomfort with the mismatch between her voice and her gender identity, was taking its toll. "It wasn't just about how others saw me; it was about how I saw myself. Every conversation, even the simplest ones, became a reminder of the gap between who I am and how the world perceived me."

Her counselor at the time recommended Desjardins, who specializes in

gender-affirming voice therapy. She made the appointment, unsure but hopeful that this could be the help she needed.

"I met Kira at a time when she was understandably uncertain about the whole process," Desjardins recalls, "It's common for patients to feel a bit overwhelmed or self-conscious. The first step is always assessment — how does the person perceive their voice, and where do they want it to go?"

The process began with a baseline recording. Libby was hesitant at first, speaking softly and with visible discomfort. "I was nervous," she admits, "I wasn't sure how it would work, or if I could even change my voice the way I wanted. I didn't know where to start."

From there, Desjardins began to tailor a treatment plan that would address her specific needs. "We start by measuring vocal pitch, loudness, and resonance, and then go from there," he explains, "But it's not just about the mechanics; it's about understanding how the patient feels when they use their voice, and what they're hoping to express through it."

Each session involves exercises aimed at increasing vocal pitch,

improving resonance, and building confidence. Some days are harder than others, but Desjardins made sure the work was always engaging. "He has a way of making it fun," Desjardins laughs, "We even read some kindergarten books together. It sounds silly, but he has this way of making every session feel special, like it's just for me."

After several months of working together, Libby noticed changes. "I'm not being misgendered as often now," she says, "When Robby first recorded me, I wasn't confident at all. I would barely speak in public. Now, I feel so much more comfortable in my skin."

For Desjardins, moments like these are what make the work meaningful. "When I hear a voice sample from someone that's dramatically different from their baseline, it gives me chills," he says, "It's not just about the sound — it's about seeing someone truly embody their authentic self."

Libby's voice now reflects the woman she's always known herself to be. "It's not just about changing the way I speak. It's about owning my voice," she says, smiling. "And thanks to Robby, I've learned how to do that."



Kira Libby now feels like she owns her voice with the help of Robby Desjardins, lead speech-language pathologist at **Northern Light AR Gould Hospital** (pictured previous page). Gender-affirming voice therapy helped her overcome her voice dysphoria, so she can live her best life.

Presque-Isle



Northern Light Inland Hospital

A bridge to care for communities

Some Waterville residents are visited by paramedics, as part of a collaborative effort between Northern Light Inland Hospital and the city's fire department. This vital resource is designed to improve patient care and reduce hospital readmissions. Courtney Cook, vice president of Nursing and Patient Care Services, Northern Light Inland Hospital, highlights the importance of this at home program. "Waterville is lucky to have the paramedicine program as a community resource," Cook says, emphasizing Inland Hospital's pride

in partnering with the program.

The program offers a wide range of services to Waterville residents, including home safety checks, medication reviews, vital sign monitoring, blood draws, and wound care. The team works closely with healthcare providers to ensure patients receive the right care, preventing unnecessary hospital visits. "The team is a great resource to bridge care gaps for those with medical conditions needing frequent reassessment," Cook explains. Additionally, they provide care for the unhoused

population, offering both health checks and referrals to emergency care when necessary.

While the Inland Hospital program is currently available only to Waterville residents, Cook is optimistic about its future. "The hope is that the pilot will be so successful that funding will become available to expand to other communities, particularly rural areas facing healthcare challenges like limited transportation or accessibility."

Inland Hospital works with Northern Light Medical Transport in Ellsworth and

Greenville. They are planning future collaboration with Northern Light CA Dean and Maine Coast Hospitals and Hospice of Hancock County.

By offering this kind of care outside of the hospital, the program helps ensure people in need receive the timely attention and education they need to maintain their health. "Inland Hospital is honored to partner with such a wonderful community resource, meeting people where they are at," Cook adds, "This program is not just a healthcare service—it's a lifeline for the community."



Full Circle 



➔ Becoming a caregiver

Lucie Moisan, along with her siblings, are navigating a new chapter in their family's life—becoming caregivers for their aging parents. Moisan says she never expected to take on a caregiver role, but in September of 2023, life had other plans. That's when Moisan's mother was hospitalized due to kidney failure and required dialysis. "It felt surreal to see mom, who had always been our family's rock, now so vulnerable," she reflects.

Determined to keep her mother at home, Moisan and her sister, Lisa, stepped in and managed their mother's

care. Moisan, a registered nurse, manages her mother's at home dialysis treatments with Lisa's help, while coordinating appointments and schedules. "Some days, I wake up and think, 'Can I get through today?'" she admits. "It's overwhelming at times, juggling work as a nurse and caring for them."

"Seeing dad care for mom, helping her through treatments, was both beautiful and heartbreaking," Moisan shares. Their parents recently celebrated their sixty-seventh wedding anniversary, a milestone that highlighted their enduring love. "Even in tough times, you can

see the love they have for each other," says Moisan. The situation grew more complicated when their father was diagnosed with new onset congestive heart failure in July 2024.

With both parents needing care, the siblings have rallied together. Their brother, Paul, comes by after work to help with household chores and garden maintenance. "We created a rotation schedule to make sure someone is always around," Moisan explains, "It's crucial for us to be there for them, especially at night."

But the strain of caregiving can take its toll and caregivers

Conrad Moisan embraces his wife Joan during a tender moment at their home. Their daughter, Lucie Moisan, is pictured on the previous page with her parents. Lucie and her siblings are navigating a new chapter in their lives by becoming their parents caregivers.



need their own support systems to make it sustainable. "There are days when I feel like I am drowning," Moisan vividly recalls one particularly exhausting day after spending the night at the hospital supporting her mother. "I called my boss at Northern Light Home Care & Hospice and told her I needed a break. She said, 'If you ever need a day off, just let me know.' It meant the world to hear that," Moisan recalls, acknowledging the importance of support beyond her family.

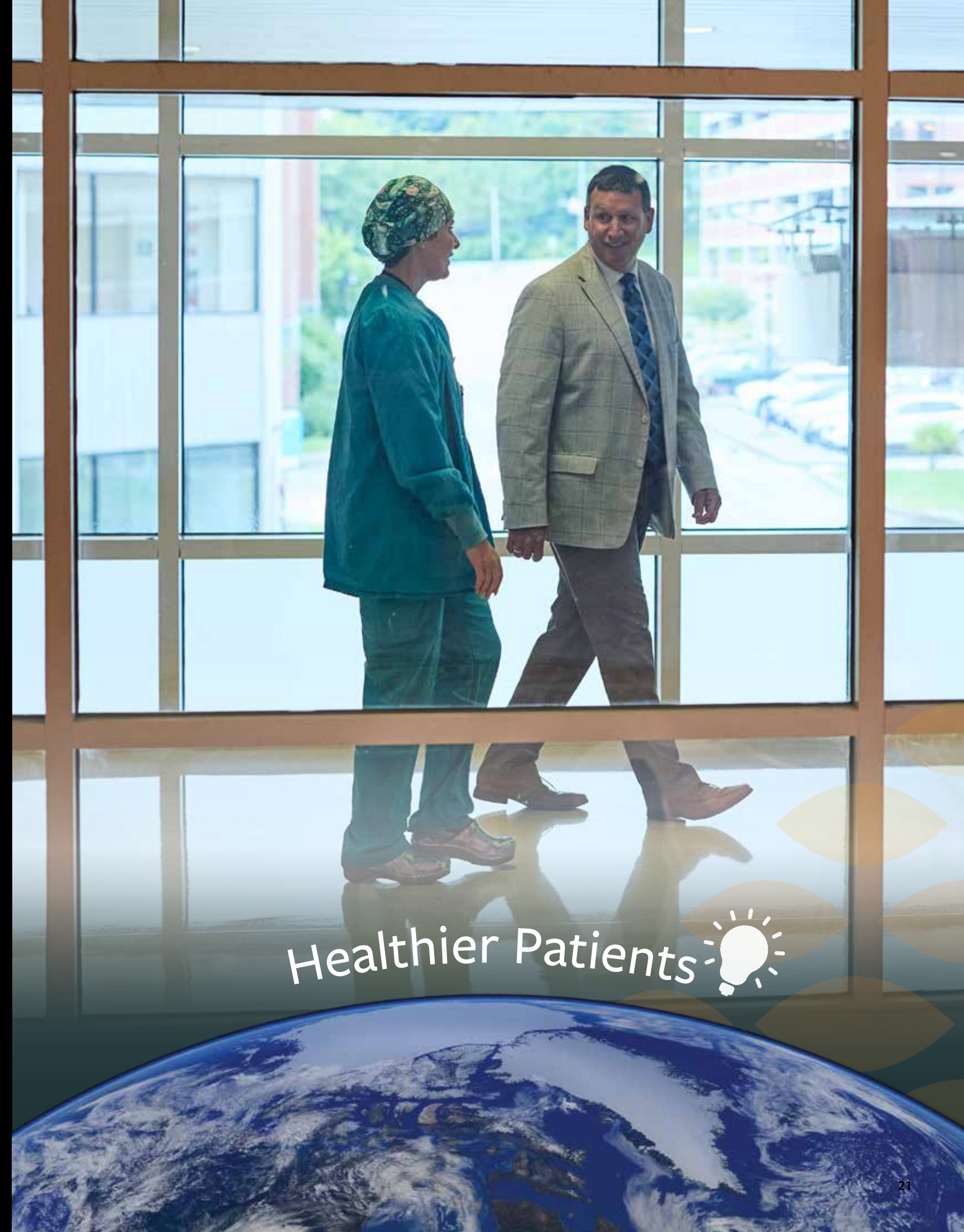
The family finds moments of joy with one another, amidst the challenges. "Watching mom smile while my other sister Jeanine baked apple pies brought warmth into the chaos," Moisan says. The kitchen is a gathering place, filled with laughter and love. Paul often lightens the mood with jokes while cleaning, helping to maintain a sense of levity.

Throughout this journey, Moisan has learned valuable lessons about resilience and the importance of community. "Being a caregiver has transformed me," she reflects, "It's taught me not only how to care for others but also how to take care of myself."



Eclipse

Four Northern Light Health hospitals were in the path of totality during the solar eclipse on April 8, 2024 including Northern Light Mayo, AR Gould, CA Dean, and Inland hospitals.



Healthier Patients 



➔ A healthier planet

In 2024, Northern Light Health made significant strides in reducing the effects our operating rooms have on our environment. We have phased out the use of desflurane, a gas commonly used in anesthesia, in favor of sevoflurane. This change is expected to make a substantial reduction in our carbon footprint while simultaneously lowering costs.

Desflurane has been widely used in surgeries for years because it takes effect quickly and wears off fast. Unfortunately, compared to other anesthetic gases, desflurane is one of the most environmentally harmful. “Desflurane gas is part of a three-

member family of anesthetic gases and, of those three, it’s particularly bad for the environment,” explains Tim Doak, vice president of Sustainability, Northern Light Health, “Moving away from desflurane to sevoflurane will

have an immediate and lasting positive effect.”

This shift is also expected to reduce Northern Light Health’s carbon emissions by approximately 408 metric tons annually, roughly 990,000 pounds – heavier than the International Space Station and as much as three blue whales. This reduction is a crucial part of the broader goal of reducing our total carbon emissions by 50% by 2030, as outlined in our Department of Health and Human Services Health Care Sector Pledge, with carbon neutrality targeted by 2050.

The environmental benefits are clear, but there are also significant financial advantages to the change. Desflurane is the most expensive anesthetic gas, by eliminating it Northern Light Health will save around \$50,000 per year; “The cost savings are substantial,” Doak adds, “Not only are we having a positive effect on the environment, but we’re able to reinvest those savings into other important aspects of patient care and hospital operations.”

A win for patients too

“Patients will receive the same high level of care, as the safety profile of the anesthesia remains unchanged,”

says Sarah Smith, DO, chief of Anesthesiology at Northern Light Eastern Maine Medical Center. “The difference lies in the environmental effect, which we can now reduce significantly without compromising patient outcomes. This transition is a win-win and a step toward sustainability.”

Northern Light Health physicians and other providers were the driving force in eliminating desflurane, and they were pleased to become more involved in our sustainability efforts. “Northern Light Health has already made great strides to reducing our carbon footprint in other areas

of our facilities,” Doak adds, “This initiative is a way for clinicians to also have an active role in contributing to environmental causes. It’s exciting to see how our teams are rallying around this effort.”

Northern Light Health is the first healthcare organization in Maine to make this change, and our commitment to reducing our carbon footprint sets a strong example. “I believe Northern Light Health is truly leading the way, not just in Maine but in the broader healthcare community,” Dr. Smith says, “We are showing that making these sustainable choices is not only possible, but essential.”

Previous page:
Sarah Smith, DO, chief of Anesthesiology at **Northern Light Eastern Maine Medical Center** and Tim Doak, vice president of Sustainability, Northern Light Health, discuss the benefits of using sevoflurane, a gas commonly used in anesthesia. This change is expected to make a substantial reduction in our carbon footprint while simultaneously lowering costs.





Empowering community health: Connecting patients with social care

A community’s health is determined by the health of the people living there. “Socioeconomic status, availability of safe and affordable housing, reliable transportation, access to healthcare services, and food security can play a significant role in one’s health,” says Zoe Tenney, FNP, Northern Light Palliative Care.

Through trusted partnerships, Northern Light Health connects patients with critical resources to improve their well-being, particularly through their web-based search engine of community resources: northernlighthealth.findhelp.com.



Pictured left to right are Bridging Neighbors volunteers Cheryl Michaud, Joanna Bentley, Lori Johnson, Suzie Nutbrown, LeCain Smith, and Anne Schroth.

The Bridging Neighbors program, a collaboration between Healthy Peninsula and Healthy Island Project supports older adults with social health needs by connecting them with trained volunteers who assist with tasks such as navigating local

resources, filling out paperwork, and following up on medical needs. Bridging Neighbors partnered with Northern Light Blue Hill Hospital for their pilot year to take referrals only from Blue Hill Hospital clinical providers. After learning from this

partnership, Bridging Neighbors now continues to accept referrals from Blue Hill Hospital practices as well as other community sources. “I frequently refer patients to Bridging Neighbors,” Tenney explains, “Their volunteers can identify creative solutions to challenges I may have missed, helping me better care for my patients.”

In rural Maine, where resources can be limited, Bridging Neighbors provides invaluable support for individuals facing challenges like transportation, food insecurity, and isolation. “Although we cannot solve all presenting concerns, we can provide some of the support they need that they are not receiving elsewhere. In our first year of implementation, we received more than 50 referrals for those aged 60+ who live on the Blue Hill Peninsula and Deer Isle/Stonington, speaking volumes for the need for such a program,” says Lori Johnson, healthy aging coordinator, Healthy Peninsula. “Our hope is to continue training more volunteers so that we can continue with these much needed and appreciated services.”



To learn more go to:
northernlighthealth.org/communitybenefitreports



Total Community Investment by Category

Community Health Improvement Services	\$2,054,800
Health Professions Education	\$2,546,828
Research	\$1,750,995
Cash and In-Kind Contributions	\$294,442
Community Building Activities	\$382,218
Community Benefit Operations	\$2,375,347
Traditional Charity Care	\$12,124,185
Unpaid Cost of Public Programs:	
Medicaid	\$113,174,114
Medicare	\$185,512,480
Total Systemwide	\$320,215,409

Northern Light Health Member Community Benefit

Acadia Hospital	\$14,462,529
AR Gould Hospital	\$18,154,359
Blue Hill Hospital.....	\$1,488,341
CA Dean Hospital	\$713,688
Eastern Maine Medical Center	\$201,679,824
Home Care & Hospice	\$825,834
Inland Hospital	\$13,260,339
Maine Coast Hospital.....	\$12,956,106
Mayo Hospital	\$2,208,258
Mercy Hospital	\$51,691,851
Northern Light Health Home Office	\$664,404
Sebasticook Valley Hospital	\$2,109,876



Jane Hibbard-Merrill:

A grateful family’s commitment to Northern Light Mayo Hospital and access to Cancer Care

Jane Hibbard-Merrill’s story is one of gratitude, resilience, and a commitment to honoring her daughter’s legacy. A longtime resident of Dover-Foxcroft, Hibbard-Merrill had firsthand experience with compassionate healthcare, through the support her family received at

Northern Light Mayo Hospital during her daughter Tracy Hibbard Kasprzak’s experience with cancer. Hibbard Kasprzak, a beloved nurse, mother, and community member, was first diagnosed with colon cancer

at just 37 years old. Over the next 15 years, she endured countless treatments, surgeries, and trials across the country. She eventually returned to her hometown hospital, where she found solace in familiar faces and the love of her family and community. This experience shaped Hibbard-Merrill’s

Pictured above: Jane Hibbard-Merrill and her husband, Charles, walk in the inaugural Tracy Hibbard Kasprzak Walk for Hope alongside family and friends.

Giving by Organization	
Acadia Hospital	\$1,336,282.32
AR Gould Hospital	\$108,352.16
Blue Hill Hospital	\$522,008.22
CA Dean Hospital	\$137,237.86
Eastern Maine Medical Center and Children’s Miracle Network Hospitals	\$7,332,762.68
Home Care & Hospice	\$555,902.45
Inland Hospital	\$126,455.66
Maine Coast Hospital	\$768,943.02
Mayo Hospital	\$82,804.62
Mercy Hospital	\$4,089,568.55
Northern Light Health and Northern Light Health Foundation	\$33,012.30
Sebasticook Valley Hospital	\$252,976.73
Total	\$15,346,306.57

vision of accessible, high-quality cancer care in rural Maine.

Upon her passing, Hibbard-Merrill and her family made a generous memorial gift to help relocate and expand the oncology services at Northern Light Mayo Hospital. This contribution was instrumental in the creation of the Tracy Hibbard Kasprzak Cancer Treatment Center, a state-of-the-art facility providing private treatment spaces, telemedicine capabilities, and consultation rooms to ensure patients can receive care close to home.



In September 2017, the center was formally dedicated in Hibbard Kasprzak’s memory. During the ceremony, Hibbard-Merrill spoke of her daughter’s unwavering determination and zest for life. She expressed deep gratitude for the community’s support in bringing her vision to life, ensuring others could receive cancer treatment surrounded by family and a supportive community.

Today, Hibbard-Merrill’s family continues to honor her daughters legacy. The inaugural Walk for Hope in September 2024 brought more than 200 participants together to raise

\$31,000 for the center, highlighting the community’s commitment to supporting patients with cancer. Hibbard-Merrill and her family were the event’s lead donors and biggest cheerleaders.

“We are deeply grateful to Jane and her family for their unwavering dedication and generous commitment to our patients and community,” says Marie Vienneau, president of Northern Light Mayo Hospital.

For Hibbard-Merrill, Northern Light Mayo Hospital is more than a place of care—it’s a beacon of hope, ensuring that families like hers can find strength, comfort, and healing close to home.



Jane Hibbard-Merrill (right) presents director of community outreach and philanthropy officer, Hillary Starbird, with a check for four new oncology chairs with heat and massage features, a wonderful upgrade for patients receiving services in the Tracy Hibbard Kasprzak Center.



Finding his place

Steven Trail’s relationship with Northern Light Mercy Hospital spans nearly 20 years and started when his life looked and felt incredibly different.

It was hard to find employment early in his transition, and there was a period of about six months where he was unemployed. When applying for jobs, it’s necessary to provide any previous names for background

checks and with some employers, his name change led to not being hired.

“I applied to a couple of healthcare organizations and Mercy called. I thought for sure I would be turned down, because again, my name and information were all right there, but someone from Human Resources called to do a background check. She was so polite and kind.” Trail not only passed the background check; in no

time he was a respected and valued member of the Mercy Hospital team caring for patients as a CNA.

With the support and encouragement of the nurses at Mercy, Trail made the decision to go back to school and become a nurse. Even when it became necessary for Trail to relocate to another state for a short time, he stayed committed to his decision, becoming an ICU nurse,

and returning to Maine, to Mercy Hospital, and Northern Light Health in 2019.

“I have never been so supported by leadership, let alone administration, as I am here,” he says. Trail shares some of the changes that have made a difference for employees and patients. Behind the scenes changes, like those made to hiring and patient intake forms, often the first things that people new to Northern Light Health see. Things that may seem like simple or subtle changes that make it clear that the organization is a place where everyone belongs. And public engagement by leaders who speak openly about the importance of equity and inclusion.

Trail returned to Mercy Hospital just a couple months before Tim Dentry, president and CEO of Northern Light Health’s, Tim Talk podcast launched. “...and now this executive guy, this really important guy, is talking about LGBT issues and trying to break down barriers. I wrote him a letter, I told him about who I was, why I was closeted, and what my concerns were and thanked him for what he was working on. And he wrote back! He didn’t just write back a one line thank you; he wrote a thoughtful response. It was amazing.”

Life in Maine isn’t without challenges, even today. “I am trans, but I’ve lived most of my life closeted. I still worry about perceptions and maintaining professional respect. Northern Light Health and Mercy are really good about following policy and ensuring that everyone is respected.”

Today, Trail is still working at Mercy Hospital, now as a risk management specialist who works with clinical staff to ensure patient safety. He hopes that sharing his story will help others, “Visibility saves lives. I’m hoping that by sharing my story it will help someone. I went from trying to get a job more than 20 years ago, to helping paint a rainbow crosswalk with administrators and front-line nurses in 2024.”

Improving our climate health

As of the end of 2024, we have lowered our Scope 1 and 2 emissions by 8% from our baseline year of 2021.

- We are sourcing the majority of the electricity used in our hospitals from renewable sources.
- The greenhouse gas emissions associated with heating, cooling, and electrifying Northern Light Mercy Hospital are 20% lower than they were in 2021. At Northern Light Blue Hill Hospital, they are 57% lower than 2021.
- We have reduced our system’s emissions from anesthetic gases by 18% since 2021.
- The number of hybrid and electric fleet vehicles in the System has grown from 2 in 2021 to 9 in 2024.
- We also have several EV chargers for fleet vehicle use at our locations around the state.



Visit northernlighthealth.org/sustainability or scan the QR code to learn more.



Beyond clinical care

Social determinants of health

Traditional medicine and medical care play a critical role in the health of our patients and communities, but they are just one of a complex network of factors that determine an individual's health. Where you live, your education, support system, finances, and the food you eat and have access to all influence your health. Experts say as much as 80% of our health outcomes depend on these social determinants of health.

To provide complete care for our patients, Northern Light Health routinely screens our patients for social health needs and takes steps to connect them with community resources, actively removing barriers to improve health outcomes. Northern Light Health community health workers (CHWs) engage with care teams and patients throughout the state to make it happen.

CHWs don't just hand off information about resources, they spend time with patients helping them navigate often complex pathways to resources that can seem impossible for individuals who are challenged by technology or literacy. Patients can be connected to community-based case management, and CHWs can help clarify insurance benefits. In one case, screening and CHW access ensured a patient, and their family, access to \$2,300 in annual benefits for food, medicine, utilities, and eyeglasses. The family now has community support to access housing support and ongoing needs as they change. "This family was also excited and grateful, and this is just one example of thousands of Mainers the CHW team has helped be healthier and have their social needs met," says Jaime Rogers, LCSW, associate vice president, Community Care and Behavioral Health Services.



Scan the QR code or visit northernlighthealth.org/podcast

Healthy, Happy, and Wise

Learn more about how Northern Light Health, our member hospitals, and team members are making meaningful changes to close the gaps left by social determinants of health with Tim Talk, one of three podcasts we produce on the Healthy, Happy, and Wise series – available on your favorite podcast listening service.



Connecting and learning from one another

Training and Education

Our organization is committed to learning and development as a lifelong journey. Along with clinical and technical trainings, Northern Light Health is investing in creating opportunities for our team members to learn about and from one another to build a stronger, more inclusive, and understanding community.

Education and training opportunities are offered to provide the tools necessary to create a workplace and environment of care that is welcoming and accessible to all of our employees and community members. Offerings range from training events to speaker forums and roundtable discussions and include a wide range of topics touching on disability, gender, gender identity, social and cultural background, economic disparity, and more.

Pictured above: Attendees at the Martin Luther King Jr. Breakfast
Right: Marwa Hassani, MS, M.Ed, associate vice president, Diversity, Equity, and Inclusion, Northern Light Health with Dana Carver-Bialer, MPP/MA., PhD candidate, coordinator of Diversity, Equity, Inclusion, and Belonging, Bangor School Department; and Timothy Surrence, Ed.D., associate professor of Education, University of Maine at Augusta

Inclusion Maine Conference

Northern Light Health was a premiere sponsor of the 2024 Inclusion Maine Conference held in Portland, focused on helping local businesses and organizations grow, support, and retain their workforces. The three-day conference featured 13 events and breakout sessions to connect employers with the tools needed to attract, engage, and retain talent from diverse backgrounds – from new Mainers to employees with disabilities.



Financials

Consolidated Balance Sheets

Years Ended September 30, 2024 and 2023

(in thousands of dollars)

ASSETS	2024	2023
Total current assets	\$635,371	\$621,143
Assets limited as to use:		
Capital replacement and other designated uses	339,716	305,378
Self insurance funds and other trusts	72,482	56,731
Donor restricted gifts	94,384	89,463
Total assets limited as to use	506,582	451,572
Property and equipment, net	870,770	884,088
Other long-term assets	72,838	59,708
Total assets	\$2,085,561	\$2,016,511
LIABILITIES		
Total current liabilities	\$616,573	\$ 444,820
Accrued post-employment benefits	242,329	236,005
Long-term debt	573,096	589,777
Other long-term liabilities	41,024	32,880
Total liabilities	1,473,022	1,303,482
Total net assets	612,539	713,029
Total liabilities and net assets	\$2,085,561	\$2,016,511

Consolidated Statements of Operations

Years Ended September 30, 2024 and 2023

(in thousands of dollars)

	2024	2023
Net operating revenue	\$2,159,385	\$2,162,584
Operating expenses:		
Salaries and employee benefits	1,114,620	1,123,083
Supplies and other	1,201,067	1,075,602
Total expenses	2,315,687	2,198,685
Loss from operations	(156,302)	(36,101)
Other gains--net	43,844	34,093
Deficiency of revenue and gains over expenses and losses	<u>\$(112,458)</u>	<u>\$(2,008)</u>
Operating margin	-7.24%	-1.67%
Total margin	-5.10%	-0.09%
Reinvestment in clinical equipment, technological advancements, and facilities	\$65,219	\$105,192

By the numbers



Northern Light Medical Transport

112 towns/townships/unorganized territories in response area

3,273 wheelchair van transports

18,597 patients transported

LifeFlight of Maine

119 towns responded to for scene calls

246 total scene calls

372 fixed wing air transports

472 traumatic injury transports

526 ground transports

1,810 helicopter air transports

Joint Ventures

County Physical Therapy, LLC

LifeFlight of Maine, LLC

LTC, LLC

MedComm, LLC

New Century Healthcare, LLC

Uniship Courier Services, LLC

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:

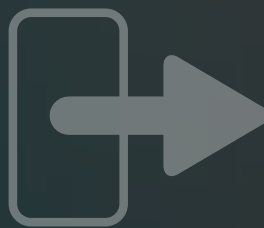
We respect the dignity, worth, and rights of others.

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.



Receive Northern Light Health news all year.



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