



Well Aware

A newsletter of health information from Mayo Regional Hospital * Annual 2004

Mayo moves forward in '04



Mayo Regional Hospital was designated a critical access hospital in 2004, making it eligible for higher Medicare and Medicaid reimbursement.

The year 2004 was an eventful one for Mayo Regional Hospital, which successfully sought designation as a critical access hospital. That change in status has been transparent to patients, yet solidified financial stability by making the hospital eligible for higher, cost-based Medicare and Medicaid reimbursement.

The decision to seek critical access status resulted from a nine-month strategic planning process completed by Mayo early in 2004. The Critical Access Hospital program was created by Congress in 1997 to support small hospitals located in rural areas. Through the program, Medicare and

MaineCare reimburse for healthcare services based on allowable costs.

The critical access program limits hospitals to not more than 25 inpatient acute care beds, and hospitals in the program also must meet an average patient length-of-stay standard of no more than 4 days. Mayo has met those standards without changing the way it cares for patients and while continuing to offer all its existing medical services.

Two new doctors joined Mayo's active medical staff during the year. Orthopaedic surgeon Warren "Skip" MacDonald Jr., M.D. joined Penquis Orthopaedics, and pediatrician Gretchen Huot, M.D. was added to the staff at Milo Family Practice.

The recruitment of Dr. MacDonald concluded an 18-month search that was national in scope. He is now practicing orthopaedics with longtime Mayo surgeon Dr. Richard Swett. Dr. Huot, who completed her residency at the University of Virginia, is a National Health Service Corps physician and has a four-year commitment to practice in a medically underserved area.

The addition of Dr. Huot to the staff at Milo Family Practice, along with the growth in patient volume at that location, has spurred Mayo to work with the Town of Milo to construct a new medical office building in that community. Plans call for the building to be located in the proposed Eastern Piscataquis Business Park. Mayo experienced an off year financially in 2003, with its first operating loss in a decade, but the hospital bounced back with a strong financial showing last year. Mayo saw net operating revenues increase significantly, and ended the year with an operating margin of \$3.3 million, nicely compensating for the prior year's loss.

Although inpatient admissions were essentially unchanged, Mayo's outpatient services showed strong growth and accounted for 72% of total revenue. Surgical procedures increased by over 12% to a total of 2,276, with most of that volume in outpatient activity. Solid gains were also seen in physician office visits, radiology exams and births.

Mayo received two major bequests during the year, both in excess of \$100,000, from the estates of Anne Urban of Monson, and Kenneth and Margaret Badger of Sangerville.

Two members of Mayo's senior management team accepted leadership posts in statewide healthcare organizations. Ralph Gabarro, the hospital's Chief Executive Officer, was installed as chairman of the Maine Hospital Association Board of Directors. Kim Thebault, Mayo's Director of Patient Care Services, was elected president of OMNE: Nursing Leaders of Maine.

Mayo finished the year with 286 full-time equivalent workers and contributed over \$14.6 million in salaries and benefits to the local economy. The hospital is now the Penquis region's third-largest employer.



Members of the Mosaic Lodge of Masons donated this gazebo to Mayo Regional Hospital last summer. The structure graces the lawn in front of the old Mayo Building.

**Hospital
Administrative District
4 Board of Directors**

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About the Hospital

Mayo Regional Hospital, operated by Hospital Administrative District 4, is a non-profit, 25-bed critical access hospital in Dover-Foxcroft. It was opened in 1978 by 12 towns to serve their communities. The 17-person Board of Directors includes representatives elected from the member towns.

A department of the hospital, Mayo Practice Associates, operates eight medical offices in Dover-Foxcroft, Dexter, Guilford, Milo and Corinna.

The hospital is licensed by the state of Maine Department of Human Services.

The active medical staff includes 21 physicians board-certified in the following specialties: anesthesiology, family practice, internal medicine, general surgery, obstetrics/gynecology, ophthalmology, orthopaedics, radiology and pediatrics. There is a multi-specialty consultant and associate staff of physicians and allied health specialists.

Inpatient services are acute medical/surgical care, intensive care, surgical services and obstetrics.

Outpatient services include 24-hour emergency care, EMS ambulance, radiology, cardiopulmonary, day surgery, Diabetes and Nutrition Center, diet counseling, Heartwise cardiac rehabilitation, Imaging Center for Women, WorkWISE occupational health, oncology clinic, rehabilitation services, laboratory, alcohol and drug counseling, specialty outpatient clinics, Lifeline and Pine Tree Hospice.

As the role of community hospitals changes, Mayo Regional

Parkman
Candice Cyr

Sangerville
Ellen C. Haley

Sebec
Ruth Nason

Willimantic
Jeff Morin

remains committed to serving as a healthcare and civic leader, concerned employer and good neighbor. For more information, call the public relations office at 564-4342.

Community Service

- Mayo Regional Hospital partnered with the Penobscot Community Health Center to bring the Miles for Smiles van to the hospital for week-long visits each month. The service provides dental care for uninsured children up to 18 years old.
- The hospital collaborated with the Penquis Higher Education Center by serving on the steering committee of the Penquis Leadership Institute, a local leadership training program, and sponsoring a day-long healthcare seminar at Mayo for the PLI class.
- Mayo became one of the few businesses in Piscataquis County to launch an annual employee campaign as part of the United Way of Eastern Maine's regional fundraising efforts.
- Mayo has provided financial support through event sponsorships to many worthy community projects, such as the YMCA Fall Golf Classic, the Kiwanis Club Piscataquis River canoe race, the Maine Audubon Borestone Mt. Hike-a-thon, the Arcady musical concert series, the Chamber of Commerce's Maine Highland Dog Sled Challenge, and the March of Dimes WalkAmerica event.
- The hospital has helped promote community wellness efforts by offering free mammograms during Breast Cancer Awareness Month, sponsoring a Healthy Community Walk in partnership with the YMCA, Penquis CAP and Foxcroft Academy, providing free health screenings and pedometers to over 120 people at the Chamber of Commerce Expo, and working with the American Red Cross to sponsor blood drives on the hospital campus.

Financials

Hospital Administrative District 4, d/b/a Mayo Regional Hospital

Statements of Revenues, Expenses and Changes in Net Assets
Year Ended September 30

2004 2003

FY 2004

Mayo Regional Hospital had a net increase in total assets of \$3,496,242 for fiscal year 2004, an impressive turnaround from an operating loss of \$720,275 in the previous year.

Mayo provided \$433,600 in charity care, in addition to making provisions

Net Patient Service Revenue	\$28,141,014	\$23,113,554
Other Operating Revenue	1,161,324	873,577
Total revenues	29,302,338	23,987,131
Operating Expenses:		
Personnel Services	12,293,364	12,003,590
Employee Benefits	2,360,146	2,460,207
Purchased services	3,029,343	2,987,407
Supplies and other direct expenses	7,109,177	5,928,143
Depreciation and amortization	1,201,729	1,268,807
Total operating expenses	25,993,759	24,648,154
Operating income (loss)	3,308,579	(661,023)
Nonoperating revenues (expense):		
Investment income	126,235	171,199
Interest expense	(399,467)	(366,907)
Net increase in fair value of investments	47,171	74,472
Noncapital contributions	162,420	61,984
Net nonoperating expenses	(63,641)	(59,252)
Income (loss) before other revenues	3,244,938	(720,275)
Other revenues:		
Additions to permanent endowments	251,304	136
Increase (decrease) in net assets	3,496,242	(720,139)
Net assets, beginning of year	11,234,785	11,954,924
Net assets, end of year	\$14,731,027	\$11,234,785

for covering \$1,390,446 in doubtful accounts.

Hospital operating expenses increased only 1.57%, or \$386,000, which was partially the result of a financial improvement plan that identified expense reduction ideas in the 2003 fiscal year.

Key statistics

Admissions: 1,345
 Patient days:
 Acute care - 3,695
 Intensive care - 565
 Daily patient census: 11.7
 Average length of stay: 3.2 days
 Births: 181
 Newborn days: 303
 Surgical procedures: 2,276
 Inpatient - 356
 Outpatient - 1,920
 Radiology exams: 19,009
 Inpatient - 2,085
 Outpatient - 16,924
 Laboratory tests: 117,845
 Inpatient - 26,124
 Outpatient - 91,721
 Physical therapy procedures: 10,221
 Cardiopulmonary treatments: 7,318
 Oncology visits: 1,066
 Substance abuse visits: 944
 Emergency room visits: 12,263
 Ambulance runs: 2,603
 CT scans: 2,672
 Occupational health visits: 4,160
 ACLS/Cardiac rehab visits: 1,316
 Physician office visits: 42,756
 Full-time equivalent employees: 286
 Total salaries/benefits: \$14,653,510

Mayo Regional Hospital received \$268,937 in donations during 2004

Thank you to the 131 donors listed below who have contributed to the hospital's Annual Appeal, the Auxiliary, the hospital's endowment or the Oncology clinic. Total charitable

contributions to Mayo last year amounted to \$268,937. The list includes donations received between Jan. 1 and Dec. 31, 2004.

Leadership Circle (\$2,500 and up)

Acadia Benefits Inc.
Mosaic Masonic Lodge 52, Dover-Foxcroft
NEHE-MRI
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Founders (\$1,000-\$2,499)

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In memory of

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Linda B. Swanson and
family
Heidi L. Thompson

**HAD 4 Auxiliary
projects**
Bone densitometer

**Memorial
donations to
Auxiliary**

In memory of
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In memory of Hollis Nelson
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In memory of Brenda Ambler
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Every effort has been made to ensure the accuracy of this donor list. If the information is incorrect, we apologize and ask that you call Tom Lizotte, 564-4342, about any error.

Donations may be sent to Development Office, Mayo Regional Hospital, 897 West Main Street, Dover-Foxcroft, Maine 04426.

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