

ANNUAL REPORT 2024



Ready...when it matters most.



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Front cover: Central Maine Medical Center surgeons operate on Lewiston mass casualty patient on October 25, 2023.



Back cover: Team members give emotional farewell to one of the final mass casualty patients leaving the hospital.

A message from our CEO

This year's annual report, *Ready... When it Matters Most*, reflects the dedication and shared responsibility of all of us at Central Maine Healthcare to be your trusted source for healthcare in our communities. In these pages, you will read about the outstanding additions we have made to our medical staff, particularly in cardiology and pediatrics, our expanded access to specialty care in the River Valley and Lakes Region, as well as other annual highlights.

At our hospitals and in our practices, requests for appointments by patients grew this year in almost all areas. To keep up with this growth, we hired new doctors, nurses and clinical staff in record numbers, with 954 additions by year-end. As fast as we were hiring to keep up with patient demand, salaries, wages and benefits rose in a very tight and competitive market. We strategically adjusted accordingly, adding \$7.5 million in compensation adjustments where they were needed most to retain medical professionals in the region.

We were proud to announce a new president for Rumford Hospital and Bridgton Hospital this year. Under the skilled leadership of Dixfield-born Stephany Jacques, RN, and with encouragement from patients and community leaders, we went to work enhancing specialty care that now can be received close to home in both communities, in cardiology, orthopedics, gastroenterology, oncology and more.

But it was on the evening of October 25 that we were tested like never before. It was then we knew for certain—we were ready for anything.

In Maine, everyone can recount where they were on October 25 as news of the deadliest mass casualty incident in the state captivated everyone's attention, concern and tumultuous sadness. At Central Maine Medical Center, we received the call, and in 42 minutes had 14 critically injured patients in our Emergency Department which was already well over capacity.

It's moments like this that test a team. But we were ready. We had run the right drills. We had the right expertise. Within minutes, word went out and surgeons, nurses and team members in virtually every sector of our health system heeded the call. They disregarded their own safety, said goodbye to their loved ones and drove to CMMC. We saved 13 of the 14 injured patients- who had wounds usually seen in wartime- that night. After a deep collective breath, we got up the next morning to take care of our patients and begin our own healing.

Through it all, we were supported by our Board of Directors, under the leadership of our Chairman Dev Culver. I stand with our senior leadership team in deep gratitude to our Board, which extends many hours in unrecognized efforts to lead our health system. I am indebted to their dedicated, steady service.

I also thank you, our patients, neighbors, family and friends, for the trust you placed in us on that unforgettable night in October, and every moment since. We are ready and here when you need us.

Wishing you a year of good health,



Steven G. Littleton, DBA
President and CEO
Central Maine Healthcare





John Alexander, MD

A message from our Chief Operating Officer

After the horrific shooting in Lewiston on October 25, CMH adopted a message intended to communicate how much we care about our team members, patients and community: "We are glad you are here!"

It was a year when we were so glad all of our outstanding physicians, advanced practice providers, nurses, therapists, technicians and all our other team members were here to care for our community.

Our Cardiology, Orthopedic and Oncology Departments continued to grow and reach out to more patients in more communities. Our hospitals provided care to patients amid ever-increasing social, economic and behavioral health needs.

After a challenging 2023 for obstetrics and pediatrics, we created a new service line: Women's and Children's Health, with expanded access in the Lewiston-Auburn area. Our primary care team focused on improving access through workflow modifications, use of online scheduling for patients and good old fashioned physician-to-physician outreach.

In our hospitals and our physician offices, we have added new doctors, nurses and clinical staff to take the very best care of you and your family.

Physician Leadership



Lauren Adey, MD
Chief of Orthopedics



Bethany Picker, MD
Medical Director,
Family Medicine Residency



Michael Berlowitz, MD
Chief of Central Maine Heart
and Vascular Institute



Mike Stadnicki, MD
Chief of Primary Care



Kanishka Bhattacharya, MD
Chief of Gastroenterology



Sheldon Stevenson, DO
Chief of Emergency Medicine



Rebecca Brakeley, MD
Chief of Women's and
Children's Health



Hector Tarraza, MD
Chief of the Oncology Institute



Tim Counihan, MD
Chief of Surgery



Erwey Teng, MD
Chief of Medical Specialties



Claudia Geyer, MD
Chief of Hospital Medicine



Tasha Duval, DO
Chief of Obstetrics
and Gynecology



Highlights from Our Centers of Excellence

Rebecca M. Brakeley, MD, *Chief of Women's and Children's Health*

In outpatient pediatrics, we welcomed new leadership with **Erin Van Wagenen**, MD, at Central Maine Pediatrics along with **Cheyenne Henderson** as practice manager of both Central Maine Pediatrics and Bridgton Pediatrics. Central Maine Pediatrics is thriving with six providers, lactation support and convenient same-day access. The pediatric hospitalist team continues to support all hospitalized patients under the age of 18 and leads our thriving level two special care nursery.



Lauren Adey, MD, *Chief of Orthopedics*

Orthopedics had a tremendous year with a fully staffed contingent of specialists. Our newest addition, **Jennifer Waterman**, DO, is an experienced fellowship-trained foot and ankle surgeon and has already brought new technologies and a high level of expertise to the practice. **Michael DeFrance**, DO, continues to have success with robotic total joint replacement. We celebrated the completion of 100 robotic total joint replacements at CMMC. We have expanded access for patients at Bridgton Hospital with specialists in spine, hand, sports medicine, joint replacement and foot and ankle surgery all now seeing patients.

Michael Berlowitz, MD, *Chief of Central Maine Heart and Vascular Institute*

The interventional cardiology program added **Bryce Einhorn**, MD, and **Gemini Yesodharan**, MD, as we continued to expand cutting-edge services. **Jared Tobolski**, MD, joined the team as the director of CMHVI preventative cardiology and sub-specialty clinic, as well as director of cardiac rehabilitation. The arrhythmia program has been strengthened with the addition of **Joe Dell'Orfano**, MD, and **Dionyssios Robotis**, MD.



We offer advanced treatments for all arrhythmias including atrial fibrillation and ventricular tachycardia. CMHVI was the first in Maine to offer pulsed field ablation, a new technology to treat atrial fibrillation more safely and in less time. CMHVI started a dedicated hypertension and lipid clinic and a new preventive cardiology program. The vascular surgery team led by **Ted McGillicuddy**, MD, performed its 50th TCAR, the latest in minimally invasive procedures to treat carotid disease. *Continued on page 6.*



Continued from page 5. Finally, CMHVI continued to support the community and the central Maine regions with new programs at Topsham Care Center, Bridgton Hospital and new virtual options for patients in the Rumford region.

From Timothy Counihan, MD, Chief of Surgery

To support the Cancer Care Center, we added a new surgical oncologist, **Kirby Walker**, MD to offer comprehensive surgical care to our community.

Our urology group added a number of new state-of-the-art techniques to help treat urinary incontinence and prostate cancer. Our bariatric program also saw significant growth. We continued to expand the number of procedures and surgeons performing minimally invasive surgery on the Da Vinci Robotic™ system. We also supported the local community and the state of Maine with our trauma and acute care surgery service and have recruited **David Lewis**, MD, to lead this program.



From Hector Tarraza, MD, Chief of the Oncology Institute

The CMH Oncology Institute had a very successful year highlighted by two major events: the addition of two surgical oncologists as well as the partnership between CMH and New England Cancer Specialists which significantly increased our medical oncology services.

With the closure of the oncology program at St. Mary's Regional Medical Center, our team welcomed hundreds of new patients to our Cancer Care Center.



From Michael Stadnicki, MD, Chief of Primary Care

The primary care team continued to expand access for our patients in the communities we serve. We worked hard to recruit new primary care physicians in all of our regions as we also maintained a focus that includes cancer screening, Medicare wellness visit completion and depression screenings. In the coming year, we will intensify our focus on our diabetic patients to keep them healthy and well.

Expanding Access to Specialty Care

High Praise from the Commission on Cancer

Central Maine Healthcare's systemwide oncology program became one of only a handful in the state to receive accreditation from the Commission on Cancer. The commission is a consortium of professional organizations dedicated to improving survival rates and quality of life for patients. The commission described the Central Maine Healthcare Oncology Institute as, "a very strong program with an engaged leadership, enthusiastic cancer committee and dedicated support staff. The new Cancer Care Center is very impressive, underlining the commitment of hospital leadership. This institution is clearly committed to delivering excellent care to its cancer patients."



Our Own Baby Boom and Award Winning Healthy Habits

The number of babies born at CMMC doubled since July of 2022 when St. Mary's Regional Medical Center closed its maternity and women's health department. In response to the increased demand for services, we've hired new obstetricians, midwives and pediatricians.



Central Maine Pediatrics was recognized as a 2023 Let's Go! 5-2-1-0 Advanced Site of Distinction. This honor is awarded to practices that work with patients, using a variety of strategies to prevent childhood obesity.

A Strategic Partnership with New England Cancer Specialists

Central Maine Healthcare entered into a partnership with New England Cancer Specialists to provide staffing and management of our medical oncology program and infusion services in our hospitals. New England Cancer Specialists, which is affiliated with the Dana-Farber Cancer Institute, is comprised of experienced, board-certified oncologists and hematologists dedicated to providing the highest quality of care to cancer patients.



Julia Moukharskaya, MD and **Daniel Rausch**, MD, both board-certified in hematology and medical oncology, joined the team.



Our Experts in Childbirth and Beyond

Over the past year, our nationally recognized maternity team has grown, welcoming several new experienced midwives to CMMC. We are fortunate to now have five professional midwives working together with our OB/GYN doctors to ensure new mothers receive the safest and highest quality care.





Kid Ready! Three New Pediatric Providers

At a time when pediatric providers are in short supply, Central Maine Pediatrics has been very successful recruiting excellent new talent this year.

Molly Skog, NP, is a board-certified nurse practitioner and native Mainer. **Zachary Newton**, MD, offers our families a patient-centered approach to personalized care. In addition to seeing patients, nurse practitioner **Claire Watson**, DNP, can often be seen in the halls of CMMC visiting patients and team members with her therapy dog, Murphy.



Maternity Receives National Recognition

CMMC has been recognized as “High Performing in Maternity Care” by U.S. News & World Report. CMMC’s maternity department was also named as one of Newsweek’s Best Maternity Hospitals.



Expertise in Breast Health

The Breast Health team, led by **Therese White**, MD, holds the highest accreditation standard for breast programs and is one of only four programs in Maine that has achieved this status.

Expanding Patient Care to Augusta Area

The Kennebec Valley community welcomed a much-needed CMH practice, as well as specialty services to the area with open arms. The new Manchester Care Center held a grand opening in September, offering primary care services. Just five months later, CMH opened the new Manchester Specialty Services next door, providing high quality physical therapy and lab services for our patients.



Educating the Next Generation of Nurses

Central Maine Healthcare celebrated its nurse residents for completing their 12-month residency program.

This was the first full group to successfully complete the newly designed course which is an evidence-based education curriculum focused on supporting newly licensed nurses during their first year of practice. Some have already taken steps to explore new avenues within the profession, while others have become charge nurses or are training new nurses.





Anthem Salutes Elsemore Dixfield

Members of the community celebrated award-winning care with the Elsemore Dixfield Family Medicine clinical staff and team members.

Elsemore Dixfield Family Medicine has been recognized for providing high-quality patient care by Anthem Quality Insight, Pathways to Excellence and the National Committee for Quality Assurance.



New Director of Medical Trauma

David Lewis, MD, joined Central Maine Healthcare as the new medical director of trauma.

Dr. Lewis completed his undergraduate studies at Williams College in Massachusetts before attending the School of Medicine at Washington University in St. Louis. He completed his residency in Florida at Tampa General Hospital.



Dr. Lewis says while trauma and emergency surgery are difficult fields, he chose them because it's where he can help people when they need it most.

Central Maine ACO Receives National Recognition

The Central Maine Accountable Care Organization's (CMACO) quality team received national recognition for its extraordinary work in helping patients get the care they need. The acknowledgement came from Wellcare, an insurance provider working with organizations in all 50 states. The CMACO team is one of CMH's hidden gems, working behind the scenes, partnering with our Central Maine practices and health insurance companies to help improve the quality of patient care while reducing healthcare costs.

CMMC Cardiac Electrophysiology Team Takes Big Step in Patient Care

CMMC became the first hospital in the state of Maine to use the FARAPULSE™ Pulsed Field Ablation system to treat atrial fibrillation (AFib), a heart condition that can lead to stroke. Atrial fibrillation is the most common heart rhythm problem in the country, and this procedure provides an effective treatment.





Stephanie Jacques, RN

A Message from our President

Our strategy this year has been to offer more appointments with medical specialists in the Lakes Region and the River Valley and build stronger community relationships. Bridgton Hospital has successfully expanded outpatient cardiology services and added a new service called Senior Life Solutions that focuses on treatment of comprehensive behavioral health services in older adults. Rumford Hospital concentrated on providing more access to primary care. We have successfully recruited four new providers with two more joining in the fall of 2024.

Together, we have made great strides in expanding access to quality healthcare services throughout rural Maine.

Bridgton Hospital

Delivering New Specialty Services

Bridgton Hospital embarked on an ambitious expansion to enhance its healthcare offerings for the Lakes Region community.

The addition of advanced cardiology services delivers cutting-edge treatments for heart-related conditions, ensuring comprehensive care close to home. The Oncology Department provides state-of-the-art therapies and compassionate support to cancer patients and their families. With the introduction of expanded endocrinology services, Bridgton Hospital is poised to address complex hormonal disorders. Additionally, the introduction of

Senior Life Solutions



underscores the hospital's commitment to elderly care.

3D Mammography Enhances Care

Leaders, team members and guests celebrated Bridgton Hospital's new 3D mammography technology, ushering in a new era of women's health in the region. Bridgton is the only hospital in the Lakes Region offering patients this safe and proven technology that provides more accurate findings, earlier diagnosis and better



detection. The addition of the 3D mammography unit was made possible through donations from the Bridgton Hospital Guild and the Stephen and Tabitha King Foundation.

Three Decades of Exceptional Diabetes Care

The Bridgton Hospital Diabetes Clinic continued to shine, earning reaccreditation from the Association of Diabetes Care and Education Specialists. The clinic has met the association's national standards for more than three decades under the leadership of **Elaine Drew**, RN, certified diabetes care education specialist.



Walking to Reduce Mental Health Stigma

Central Maine Healthcare and the Lakes Region Recovery Center joined forces with the Bridgton community in May for a Mental Health Awareness Walk.

Turnout was strong for the event that is designed to show solidarity and commitment toward raising awareness of mental health and wellness in the community.



Rumford Hospital



New Providers for the River Valley

Swift River Family Medicine, which is on the Rumford Hospital campus, continued to bolster its offerings to the River Valley community with additional physicians.

Caitlin-Bevino Ring, MD, is a family medicine physician who graduated from Geisinger Commonwealth School of Medicine. She completed her residency at Maine-Dartmouth Family Medicine Residency.

Jesse Leeds, MD, is a family physician who graduated medical school from SUNY Downstate and completed his residency at Maine-Dartmouth Family Medicine Residency.

Manuel Sanchez, MD, is an internal medicine provider. Dr. Sanchez grew up in the country of Peru and completed his residency at St. Luke's Hospital in Missouri.



Welcoming New Nursing Leader

This year, Rumford Hospital announced its new vice president of Nursing and Patient Care Services. Before taking on this role, **Jenifer Madore**, RN, served in education and nursing roles at both Rumford Hospital and Bridgton Hospital.

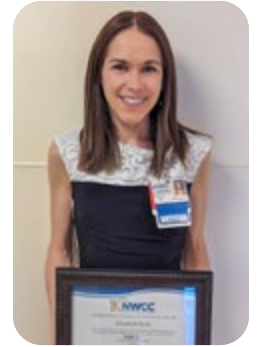
Jenifer says she feels right at home in Rumford, because it is a closely knit mill community similar to her hometown of Lincoln, Maine. "Rumford Hospital is critical to the health of people in the community, and I want to make sure it's the best it can be," she said.



Specialized Dietary Care

Rumford Hospital became the first in Maine to have a dietician with the prestigious Nutrition Wound Care certification credential. **Elizabeth Sarle** successfully completed the certification exam.

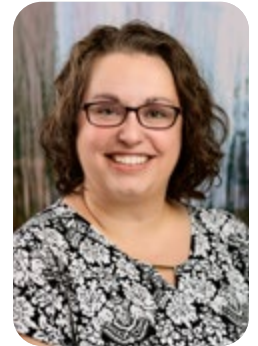
The education for the certification focuses on giving dieticians the tools to effectively manage diabetes patients with wounds. It is one of the many examples of Rumford Hospital having the ability to provide advanced care to its patients.



Elsemore Dixfield Adds New Provider

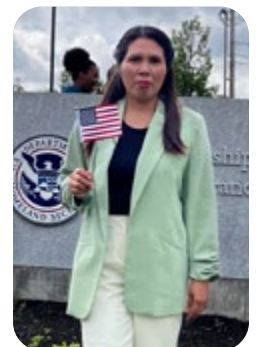
Lauren Mason, NP, joined the team at Elsemore Dixfield Family Medicine in Dixfield.

Lauren is a pediatric nurse practitioner who was born at Rumford Hospital and got her start there as a CNA. Later, she attended Maryville University where she got her training in pediatrics.



Rumford Hospital's Newest U.S. Citizen

Rumford Hospital welcomed its newest U.S. citizen, team member **Amor Speranza**. The environmental services aide spent five years diligently working on her own, without legal assistance, researching and studying before passing her naturalization test. Amor was sworn in on July 21.



In Memoriam: This page is dedicated to Dale Gaudreau, RN, who worked in medical surgery at Rumford Hospital for 20 years. Dale was a devoted nurse, leader, mentor to many and an extraordinary friend to the team members with whom she worked.



Central Maine Healthcare New Providers

Adam Alter, MD

Pulmonologist/Intensivist,
Central Maine Pulmonology

Cristan Anderson, MD

Colorectal Surgeon, Central
Maine Surgical Associates

Ipsa Arora, MD

Physician, Central Maine
Endocrinology

Sarah Barbay, PA

Physician Assistant, Central
Maine Plastic Surgery

Dimitri Belkin, MD

Gastroenterologist, Central
Maine Gastroenterology

Todd Belok, DO

Physician, Emergency
Department

Caitlin Bevvino-Ring, MD

Physician, Swift River Family
Medicine

Addison Bryant, CNM

Certified Nurse Midwife,
Central Maine OBGYN

Scott Chaffin, DO

Physician, Minot Avenue
Family Medicine

Saiqa Choudhry, MD

Physician, Central Maine
Neurology

Cassandra Dee, PA

Physician Assistant, North
Bridgton Family Practice

Joseph Dell'Orfano, MD

Electrophysiologist, Central
Maine Heart and Vascular
Institute

Stephanye Doucette, DO

Physician Laborist, Central
Maine OBGYN

Bryce Einhorn, MD

Interventional Cardiologist,
Central Maine Heart and
Vascular Institute

Carolyn Ferguson, NP

Nurse Practitioner, Central
Maine Family Practice

Amanda Gagnon, DO

Pediatrician, Hospital
Medicine

Jessica Gorham, NP

Nurse Practitioner,
Hematology-Oncology

Terry Haag, DO

Physician, Central Maine
OBGYN

Rachel Hontz, PA

Physician Assistant, Central
Maine Heart and Vascular
Institute

Brittany Hough, PA

Physician Assistant, Central
Maine Healthcare Orthopedics

Andrea Kinnan, MD

OBGYN Laborist, Central
Maine OBGYN

Jesse Leeds, MD

Physician, Swift River Family
Medicine; Rumford Hospital

Mallory LeSieur, MD

Pulmonologist, Central Maine
Pulmonology

David Lewis, MD

Medical Director of Trauma,
Central Maine Surgical
Associates

Lauren Mason, NP

Nurse Practitioner, Elsemore
Dixfield Family Medicine

Brittney Massey-Labbe, PA

Physician Assistant, Central
Maine Healthcare Orthopedics

John Mladucky, PA

Physician Assistant, Central
Maine Gastroenterology

Kristin Moody, CNM

Certified Nurse Midwife,
Central Maine OBGYN

Julia Moukharskaya, MD

Physician, Hematology-
Oncology

Zachary Newton, MD

Pediatrician, Central Maine
Pediatrics

Dmitry Opolinsky, DO

Physician, Hospital Medicine

Daniel Rausch, MD

Physician, Hematology-
Oncology

Dionyssios Robotis, MD

Electrophysiologist, Central
Maine Heart and Vascular
Institute

Jonah Ruddy, DO

Physician, Emergency
Department

Lindsay Ryan, NP

Nurse Practitioner, Central
Maine Internal Medicine

Simrina Sabharwal, MD

Pulmonologist, Central Maine
Pulmonology

Manuel Sanchez, MD

Physician, Swift River Family
Medicine; Rumford Hospital

Molly Skog, NP

Nurse Practitioner, Central
Maine Pediatrics

Tiffanie Thomen, NP

Nurse Practitioner, Minot
Avenue Family Medicine

Jared Tobolski, MD

Non-Invasive Cardiologist,
Central Maine Heart and
Vascular Institute

Erin Van Wagenen, MD

Pediatrician, Central Maine
Pediatrics

Kirby Walker, MD

Physician, Surgical Oncology

Jennifer Waterman, DO

Orthopedic Foot and Ankle
Surgeon, Central Maine
Healthcare Orthopedics

Claire Watson, DNP

Nurse Practitioner, Central
Maine Pediatrics

Kelsey Weil, CNM

Certified Nurse Midwife,
Central Maine OBGYN

Gemini Yesodharan, MD

Interventional Cardiologist,
Central Maine Heart and
Vascular Institute

Alishia Zyer, PA

Physician Assistant, Central
Maine Surgical Associates

Central Maine Medical Center



CMMC Receives National Recognition for Patient Safety

CMMC was awarded a three-year accreditation by the Joint Commission for meeting the highest standards in safe and effective patient care. During the multi-day survey, the CMMC team was evaluated on hundreds of standards and more than a thousand performance measures. CMMC met 100% of the national patient safety goals.



Pulmonology Rehab Program Reaches 25 Year Milestone

The CMMC pulmonary rehabilitation program earned reaccreditation from the American Association of Cardiovascular and Pulmonary Rehabilitation. CMMC was the first hospital in the state to receive this certification more than 25 years ago. **Erwey Teng**, MD, medical division chief, Medical Specialties, co-director, Critical Care, said, "This team has 85 years of experience in rehabilitation and this three-year accreditation is a testament to their hard work and dedication."



High Five for the Lab

CMMC's laboratory services were recognized by the College of American Pathologists for adhering to the highest standard of care for all lab patients.



John Alexander, MD, chief operating officer, CMH, said, "As the backbone of our clinical services, we are all very proud of this team and the dedication and effort it takes to meet the college's high quality and patient safety standards."



Bariatrics Team Lauded for Excellence

The Metabolic and Bariatric Surgery Accreditation and Quality Team awarded CMMC's bariatric surgery team a three-year accreditation, highlighting the hospital's commitment to patient safety and "providing multidisciplinary, high-quality, patient-centered care."



John Hamilton, Vice President of Oncology, CMHVI and Surgery Services said, "There were zero citations or deficiencies in this survey. This is the result of exceptional work."

Triple Score for Radiology

Three CMH departments were accredited by the American College of Radiology (ACR).

Team members of CMMC's Nuclear Medicine, CT Scanning and Ultrasound Departments successfully passed their three-year accreditation. The ACR site survey ensures the departments are in compliance and patients are receiving consistent, quality service.



Major Milestone for Robotic Surgery

CMMC doctors completed the 100th successful surgery using Stryker's Mako™ robotic surgery.

The technology allows surgeons to perform arthroplasty, a procedure to restore the function of a joint with unparalleled precision.

CMMC is the only hospital in central Maine to use the Mako™ robotic equipment.

Michael DeFrance, DO, says that while the 100th Mako surgery is a significant milestone, he and the staff expect to dramatically increase the number of robotic surgeries they perform in the years ahead.





CMMC's head doctor says staff response to mass shooting 'heroic'

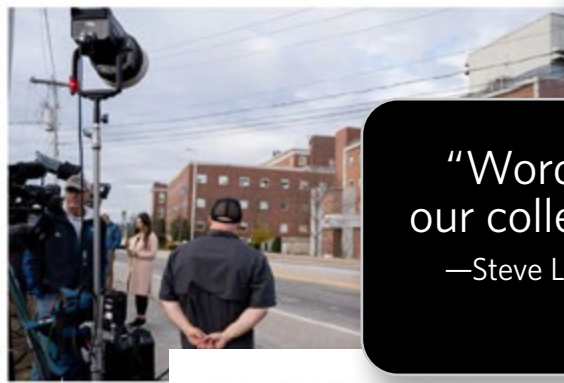
Within minutes, about 50 patients were moved into hallways and other spaces to make room for the incoming victims of a mass shooting that claimed the lives of 18 men and women and injured 13 others

By Christopher Williams
Sun Journal

'Is He Going to Make It?': A Mother Waits for News

Jessica Karcher's son, Justin, was shot four times and is in critical condition at Central Maine Medical Center in Lewiston.

Shareful article



Outside the Central Maine Medical Center for The New York Times



Lewiston hospital CEO paints grim picture of night of shooting

Steven G. Littleton says eight wounded remain at Central Maine Medical

By Christopher Williams
Sun Journal

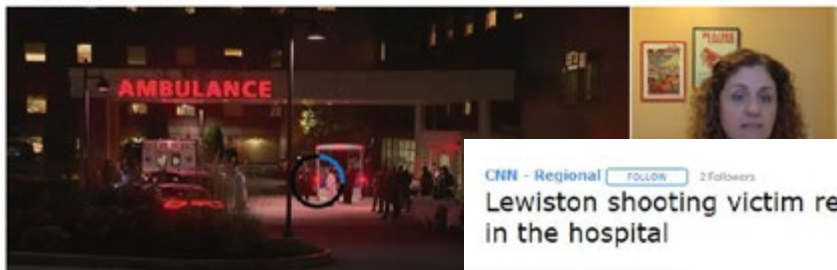
"Words cannot describe our collective sense of loss."
—Steve Littleton, president and CEO
October 26, 2023



Central Maine Medical Center worker recounts harrowing night of mass shooting

By DAN JABNING, NBC 10 NEWS | Fri, October 27th 2023 at 10:44 PM
Updated Fri, October 27th 2023 at 11:23 PM

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locate suspect Robert Card after

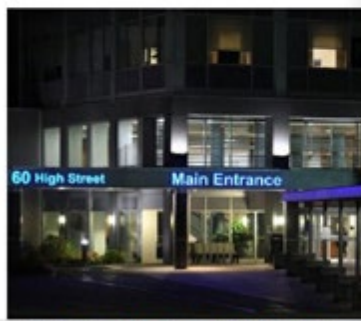


Lewiston shooting victim reflects on his 6 weeks in the hospital

Inside the Maine Hospital That Treated Shooting Victims

By Reuters | Oct. 26, 2023, at 6:34 p.m.

Save Comment



CMMC releases final patient treated in the wake of the Lewiston mass shooting

Hospital staff lined the main entrance to give a warm sendoff to the patient, whom the hospital did not identify.

By Portland Press Herald Staff Report
Updated December 24, 2023

Listen to this article now
Narrated by Telsky Audio



The last of 13 patients admitted to Central Maine Medical Center following the Lewiston mass shooting in October was released on Friday. The patient's name was not disclosed. Photo courtesy of Central Maine Medical Center

Secor, 25, of Mechanic Falls, is home with his family.
"I'm doing well," Secor said.
"I was as he was escorted out of Central Maine Medical Center, nurses and others who lined the hallway to wish



When it mattered most, we were ready.

On the evening of October 25, a gunman in Lewiston opened fire at a bowling alley and a sports bar, killing 18 people and wounding more than a dozen more.

When it mattered most, Central Maine Medical Center was there to treat the survivors and help a community heal.

Central Maine Medical Center is a level three trauma center, staffed around the clock with trained trauma surgeons, anesthesiologists and Emergency Department team members. Nearly all of the victims who initially survived the attack were brought to CMMC. The first patient arrived at 7:24 p.m. Within about 42 minutes, a total of 14 patients arrived to an Emergency Department which was already well over capacity.

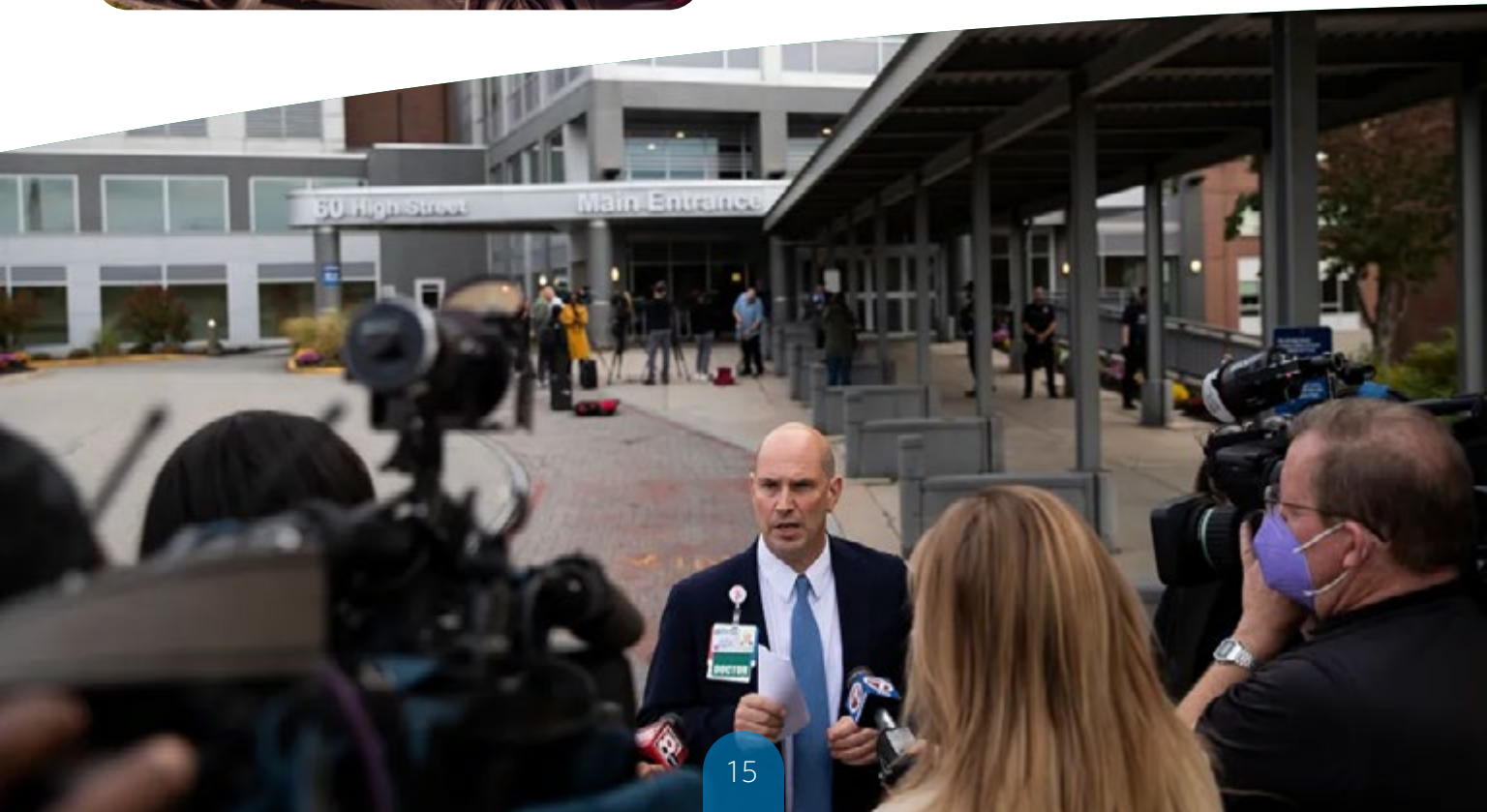


"I spent most of my time out in the ambulance bay, triaging," said **Michael Blake**, MD, Emergency Department physician. "And that's the most important consideration with a mass casualty event, to figure out who needs immediate resuscitation, immediate surgery."

Two patients were deceased upon arrival. One died after being admitted. Two patients were discharged that evening. The remaining patients were admitted and required, in most cases, extensive surgery.

Central Maine Medical Center quickly assembled a large team of surgeons with expertise in orthopedics, cardiovascular, colorectal and general surgery. They were aided by more than 100 nurses, nurse practitioners, physician assistants and other CMH professionals, all of whom have had extensive training in mass casualty incidents.

"So many people were necessary to take care of these patients," said **Crystal Alvarez**, MD, a bariatric and general surgeon. "There were so many people from all departments who responded to the call immediately. They showed up and were extraordinary."





Surgeons who normally specialize in their own areas found themselves treating wounds more typically seen in a war zone.

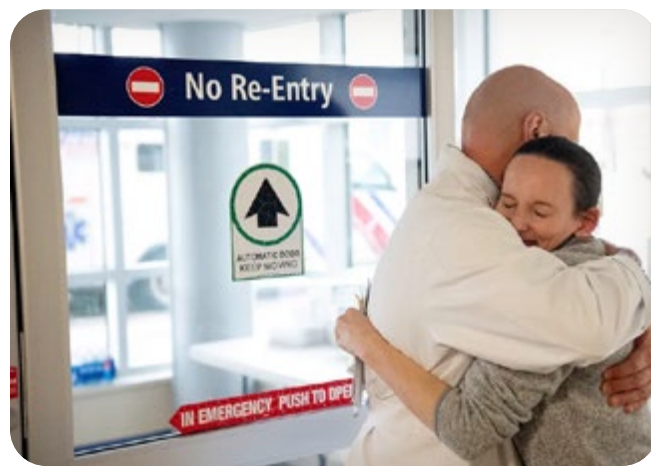
“My excellent hand surgery partners took over this really complex fracture of the arm for us,” said **Ian Engler**, MD, orthopedic surgeon. “So, the two of us went to take care of a severe leg wound and leg fracture. And we were working alongside a general surgeon and a vascular surgeon all at the same time.”

The day after the mass casualty incident, CMMC team members began a vigil for the patients by placing lighted candles in the window of the CMMC atrium that overlooks Main Street in Lewiston.

Most admitted patients were discharged from CMMC within the first few weeks following the incident. Three, however, had an extended stay in the ICU due to the nature of their extensive injuries and the complicated, multiple surgeries they required.



“These were very large penetrating wounds,” said **Ted McGillicuddy**, MD, a vascular surgeon. “These injuries not only injured the structure but kind of had this blast effect to the structures around them and that of course included arteries and veins.”



When the final three patients left, Central Maine Medical Center team members lined the halls leading to the main entrance as a symbol of solidarity and to wish the patients well, as they were escorted out of the building with their family members.

“We were there, and their families were with us and it was wonderful to see them there ready to take their loved ones home, and it gave us a lot of closure,” said **Janice Nichols**, director of Perioperative Services.

The final patient from the Oct. 25 mass casualty incident left CMMC three days before Christmas.

When he left, the candles in the atrium came down.



Patient Stories

A Powerful Bond

"I have two little girls at home, don't let me die."

Those are the words Kyle Secor remembers saying to doctors at Central Maine Medical Center (CMMC) just before he lost consciousness and began a long journey he never imagined taking. Kyle was injured at Schemengees Bar and Grille in Lewiston on October 25, 2023, during a shooting rampage that killed 18 people and injured 13 others. His severe injuries would require multiple surgeries and months of rehabilitation. With a determined spirit and the support and care of dedicated CMMC team members, Kyle survived and is now back home with his family.

Kyle and his wife Taylor have two daughters and a family dog. Once a junior hockey player for the L/A Nordiques, a semi-professional team in the North American Hockey League, he is now a volunteer coach for the team.

Kyle spent six weeks in the hospital and endured 13 surgeries, during which time he and the hospital staff became close. When Kyle left to go home, CMMC staff lined the halls to wish him well. Kyle's sister called it a "most glorious farewell."

“It was emotional. Very, very emotional. Like I mean, those people have been there for the six weeks I've been. And, I mean, I made a family.”

—KYLE SECOR

"It was emotional. Very, very emotional. Like I mean, those people have been there for the six weeks I've been. And,

I mean, I made a family," Kyle said. "The nursing staff and the doctors have been absolutely amazing. I couldn't be more thankful for what they've done."

At the end of the line, Kyle's daughters were waiting to see him.

"It was amazing," Kyle said. "I was very happy to see them. 'Welcome home, Daddy.' I was still heartbroken and it was so nice to see my family."

"What a sight it was to see this brave patient leaving our hospital," said Steve Littleton, Central Maine Healthcare president and chief executive officer. "He has been with us for six weeks, and in that time our doctors, nurses and other team members have formed a powerful bond with him. We wish him and his wonderful family all the best as he continues his recovery at home."

Kyle and Taylor recently reunited with the ICU team at CMMC, who cared for him during his long stay, and Kyle enjoys visiting Hali Ryder, ICU lead nurse, when he is at CMMC for follow-up appointments.



“What a sight it was to see this brave patient leaving our hospital.”

—STEVE LITTLESON,
PRESIDENT AND CEO

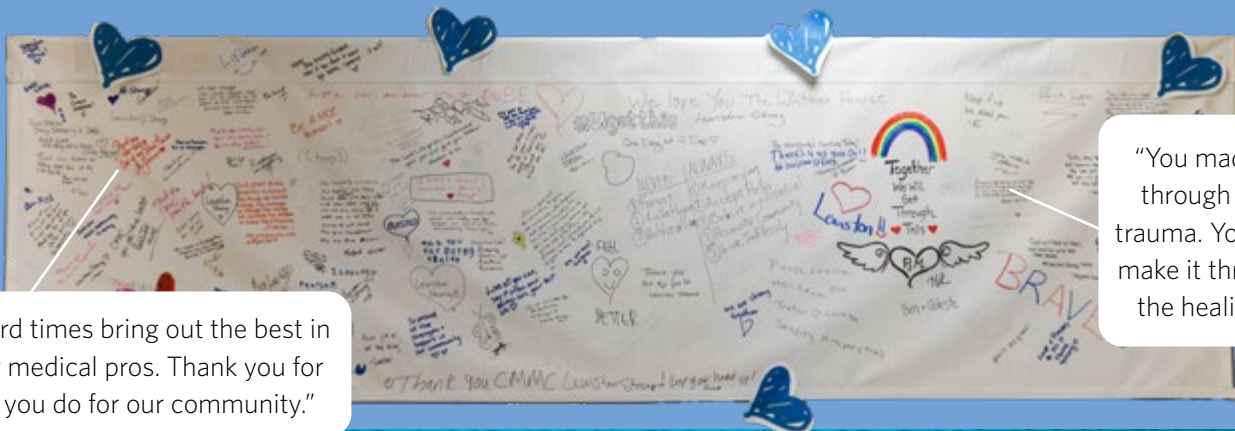


Support from Near and Far

In the days and weeks following the tragedy in Lewiston, there was an outpouring of support. Bundles of cards and letters poured into the mailroom along with large banners from hospitals around the country—all of which had cared for patients in a mass casualty event. The banners were from Orlando, Florida (Pulse night club shooting), Las Vegas, Nevada (concert shooting where 58 people were killed) and others.



"Sending all of our love from Orlando! Keeping you in prayers. Thanks to your amazing team!"



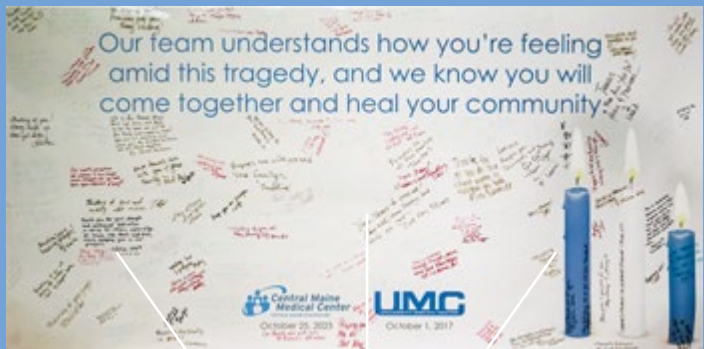
"Hard times bring out the best in our medical pros. Thank you for all you do for our community."

"You made it through the trauma. You can make it through the healing."



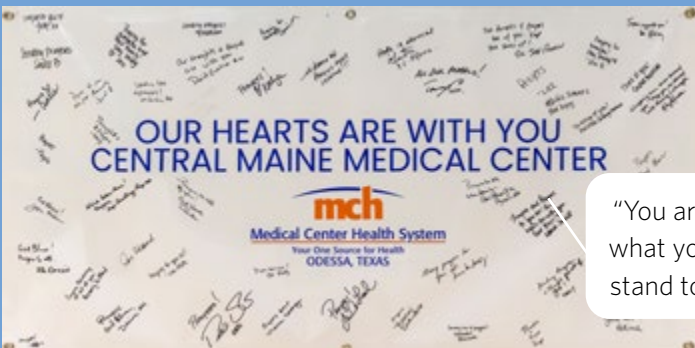
"Thanks for your expertise, commitment and care. Blessings & peace."

"Sending peace, love and strength to Lewiston. Thank you for serving when the unimaginable occurred."



"Stay strong. Our thoughts and prayers are with you."

"Vegas Strong to you all. Stay well. Stay strong and know we care."



"You are all amazing and what you do matters. We stand together with you."

"Thank you for all you do! Hugs & prayers."

Maine Hospital Association Names CMMC Caregiver of the Year

The Trauma Response Team at Central Maine Medical Center was presented with Maine Hospital Association's Caregiver of the Year award for the care they gave victims of the mass shooting in Lewiston on October 25.

The award, which is presented annually at MHA's Summer Forum at the Samoset Resort in Rockport, is usually given to a single healthcare worker selected from a field of nominees. But the performance of the CMMC team in the aftermath of the shooting meant that changes to the usual award process were necessary, according to MHA President Steven Michaud.

"Like everyone else in Maine, we were impressed by the skill, caring and professionalism exhibited by the whole team at CMMC," Michaud said. "There really wasn't any question this year that we would give the award to the team, just like there wasn't any



“The hospital staff has shared their story with staff from hospitals all over Maine, so that their counterparts can learn from their experience. This generosity is just one more reason the Association wanted to honor the CMMC team.”

—STEPHEN MICHAUD, PRESIDENT,
MAINE HOSPITAL ASSOCIATION

question in their minds that they would help in this crisis, even if they weren't scheduled to work.”

The award was accepted by **Steve Littleton**, president and CEO, Central Maine Healthcare. He was joined on the dais by several members of the trauma response team.

“As painful as that night was for staff at CMMC, the hospital staff has shared their story with staff from hospitals all over Maine, so that their counterparts can learn from their experience. This generosity is just one more reason the association wanted to honor the CMMC team,” Michaud said.





David Paulosky, MBA

A message from our Chief Financial Officer

This past fiscal year was challenging yet rewarding in several ways. Our strategic efforts to develop clinical programs and increase access to care in orthopedics, oncology, cardiovascular, surgery, gastroenterology, primary care, and women's and children's health all paid dividends. We grew our business by finding new ways to care for people of all ages across central Maine. Our costs continued to rise due to workforce shortages and high interest rates, which resulted in limited access to capital for investment in our buildings and equipment. Despite the challenges, no team of healthcare providers and support personnel worked harder or cared more about taking care of their friends and neighbors than the people of Central Maine Healthcare.

Community benefit investments

Financial assistance to help others	\$2,119,820
Medicaid means-tested program	\$51,777,618
Community health improvement benefits	\$1,128,340
Health professions education	\$1,576,488
Charity care to those unable to pay	\$7,097,529
Unpaid costs of Medicaid	\$37,387,982
	\$101,087,777





Statement of operations

	FY2022 Actual	FY2023 Actual
Total Operating Revenue	\$595,768,986	\$617,182,449
Labor expenses	\$323,450,451	\$339,445,995
Supplies and other	\$260,015,004	\$256,532,341
Depreciation and amortization	\$21,940,134	\$21,635,071
Interest	\$3,915,483	\$4,815,174
Total Operating Expenses	\$609,321,072	\$622,428,581
Non operating revenue	\$(4,106,801)	\$14,570,014
Grant funds / net assets	\$850,850	\$1,183,022
Change in benefit pension plan	\$7,576,052	\$(2,372,576)
Increase/(Decrease) in Net Assets without Donor Restrictions	\$(9,231,985)	\$8,134,328

Balance sheet

Assets	FY2022 Actual	FY2023 Actual
Total current assets	\$188,661,782	\$192,788,382
Assets limited as to use	\$83,679,081	\$86,914,905
Property and equipment, net	\$134,137,555	\$125,041,608
Right of use operating lease assets	\$17,493,261	\$15,051,286
Finance lease assets	\$35,714,584	\$33,922,721
Other assets	\$73,957,074	\$71,427,223
Total Assets	\$533,643,337	\$525,146,125
Liabilities		
Current liabilities	\$98,629,585	\$87,261,570
Long term debt	\$93,606,543	\$88,538,270
Lease liabilities	\$51,993,686	\$48,155,393
Pension liabilities	\$22,148,629	\$25,612,103
Estimated self insurance cost	\$32,588,578	\$30,475,791
Other liabilities	\$28,780,496	\$29,675,616
Total liabilities	\$327,747,517	\$309,718,743
Net assets		
Without donor restrictions	\$179,920,824	\$188,055,152
With donor restrictions	\$25,974,996	\$27,372,230
Total net assets	\$205,895,820	\$215,427,382
Total liabilities & net assets	\$533,643,337	\$525,146,125

By the Numbers

Candles in window over
Emergency Department
after October 25

100

\$61,919

Funds raised for
Dempsey Challenge

DAISY Award
nominations for
nursing excellence

145

1

Blessings from
the Pope

Lives saved on
October 25

13

3,165

Team members who
received counseling
post October 25

Total number of
team members

3,165

\$2.1M

Federal grant awarded for
surgical equipment

New Compassionate
Care Fund donors

329

22

Certified nursing assistant
(CNA) graduates

\$14.5M

Investments in our hospitals
and practices

Mako™ robotic
surgeries

120

11

Team members who
met with President
and Mrs. Biden

Mammograms at
Bridgton Hospital with
3D mammography

1,939

80

59 new doctors and
21 new advanced practice
professionals hired

Community Partnerships

LifeFlight: Reaching More Patients in Need



In the last 12 months, LifeFlight has transported 206 patients to CMMC to be cared for from community hospitals across the state. We're happy to share the news that LifeFlight is expanding its fleet this year by adding three specialized critical care ambulances. This expansion of our ground transport program represents a significant investment in the EMS system here in Maine, allowing LifeFlight to reach more patients in need when weather or other factors inhibit its ability to operate aircraft.

Another Strong Year for MCHP

Maine College of Health Professions had a great academic year, conferring 97 healthcare degrees and certificates. The college earned continuing accreditation from the New England Commission of Higher Education.



MCHP is home to the original nursing and radiography programs in Maine and is the only to offer bridge programs for paramedics and practical nurses seeking RN credentials, a bachelor's in medical imaging and advanced certificates in mammography, CT scanning and sonography. MCHP will soon add another unique program with the approval of Maine's only accredited bachelor's in diagnostic medical sonography.

Award Winning Patient Transport



United Ambulance Service, jointly owned by CMMC and St. Mary's Regional Medical Center, is Maine's first and only nationally accredited ground ambulance service, providing prompt, professional care for the people of central Maine.



United Ambulance's team received the Critical Incident of the Year award for its response to the Oct. 25 mass casualty incident in Lewiston.

Rumford Community Home Weathers the Storm

The amazing team at Rumford Community Home was put through a challenging test in December when torrential rains



forced the Swift River and Androscoggin rivers to overflow their banks. The flooding blocked all access to the home. Team members on duty met this challenge with flying colors, remaining on duty to ensure patients were safe, calm and well cared for. CMH is proud of and grateful for their commitment to the community.

New Name. Same Heart.



Central Maine Healthcare is proud to partner with Andwell Health Partners (formerly Androscoggin Home Healthcare and Hospice). For nearly 60 years, the Andwell team has collaborated with CMMC, Bridgton Hospital and Rumford Hospital to navigate our collective patients into the community following discharge. Today, in addition to home health and hospice care, they also partner with CMH to provide services in other specialties such as pediatric, behavioral health, wound management, palliative medicine and care management.

Supporting the Health of Our Community

Healthy Androscoggin is a division of Central Maine Healthcare. Over the past year, they partnered with 24 community organizations to support healthy eating and active living goals, worked with six school districts to establish nine tobacco prevention champions and led 609 nutrition education classes.



Making a Powerful Impact in Our Community

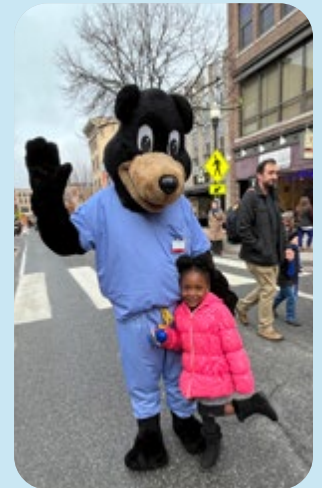


Lewiston/Auburn Greek Festival

We were happy to be a first-time music sponsor of the annual Lewiston/Auburn Greek Festival held at Holy Trinity Greek Orthodox Church. More than 140 families in the region are members of this tight-knit and long-revered community.

Pumpkin Fest

Hundreds of people from all over the greater Rumford area converged on Congress Street for the annual River Valley Pumpkin Fest. Team members from Rumford Hospital were on hand, giving out flu shots, while Dr. Eddy rubbed elbows with some pretty scary tricksters and treaters.



Uplift L/A Kickball Tournament

CMH leaders helped kick off the L/A Metro Chamber's annual Riverfest weekend last July. Team CMH went head-to-head with other great community organizations in the Uplift L/A Kickball Tournament, which is the lead event for one of the area's most popular community events.



CMH Brings Home the Moxie

When it comes to engaging with the community, we don't just talk the talk - we literally walk the walk. In July, more than 200 team members from across the healthcare system, as well as family and friends, assembled for the iconic 2023 Moxie Festival Parade in Lisbon Falls. The impressive and enthusiastic turnout from CMH truly reflects the powerful impact the organization has on the communities we serve.



Holiday at the Plaza

Central Maine Healthcare was a supporter of Holiday at the Plaza. The annual celebration is organized by the city of Lewiston. Lisbon Street was transformed into a holiday wonderland for the event, as people from all over came together for a magical festival of ice skating, music, food, wagon rides and a visit with Santa.





A Busload of Good Cheer

We spread joy by participating in the Stuff the Bus campaign.

Every holiday season, the L/A Metro Chamber sends a bus to various locations, including CMMC, and collects toys, clothes and other gifts for needy families in the area.

The Information Services and Finance teams took the lead in collecting boxes upon boxes of donations for the annual event.



Largest Corporate Team AGAIN for the Dempsey Challenge!

Central Maine Healthcare was once again a huge presence at the annual Dempsey Challenge in



Lewiston. For the second consecutive year, Team CMH fielded the largest corporate team at the annual event that raises money for the Dempsey Center to help provide free services for people impacted by cancer. More than 130 Team CMH members walked, ran and biked after raising more than \$51,000 for the challenge, a total that placed the team among the top five fundraisers for the event. This was the 15th annual Dempsey Challenge. Central Maine Healthcare has been closely tied to the Dempsey Center since its founding in 2008.

Safe Voices' Adopt-A-Family

Members of Central Maine Healthcare's senior leadership team once again took part in Safe Voices' annual Adopt-A-Family campaign.

Each leader was given a family to buy gifts for in the greater Lewiston area. With two daughters in his family and no



sons, Steve Littleton, president and CEO, was excited to be matched with a family of boys to shop for. "We look forward to this event every year," he said. "During the season of giving, it means so much to our leaders to give back to this special community."

Safe Voices operates the only shelter and provider of support services for victims of domestic violence, sex trafficking and exploitation in Androscoggin, Franklin and Oxford counties.





“ My doctor said I was lucky to be alive. I couldn’t be more grateful for the care I have received. ”

—RALPH PRECOPIO

Patient Stories

Grateful to Be Here

Ralph Precopio spends three days a week at the Central Maine Heart and Vascular Institute (CMHVI) for rehabilitation. That’s a lot of time and effort, but he knows he’s lucky to be there.

One night in January, Ralph and his wife were driving home when he started to sweat profusely and felt sick to his stomach. His wife Debbie said Ralph started driving faster and crossed into the opposite lane.

“Debbie started to holler for me to slow down and that was the last thing I heard before passing out,” said Ralph. “When I came to, the car had gone off the road and slammed into a ditch, just six inches from a utility pole.”



While Debbie wasn’t badly hurt, Ralph was rushed to CMMC where they learned he had suffered a massive heart attack. His provider said if he hadn’t been in the accident, it’s likely he would have died in his sleep that night.

“So here I am three months later and I’m doing really well. I work with the Cardiovascular Rehabilitation team three times a week and they’ve been great. I was never a smoker or drinker, but Debbie and I are eating a lot healthier and exercising. I’m doing 7-8 miles between the treadmill and the stationery bike, which is great considering three months ago, I couldn’t even take two steps.”



Our Mission

To provide exceptional healthcare services in a safe and trustful environment, through the expertise, commitment and compassion of our team of caregivers.

Our Vision

Safe, reliable, high-quality care of every patient, every day.

Our Values

Compassion
Citizenship
Integrity
Service
Excellence
Commitment

