

Community Health Strategy

Addressing Community Health Needs Fiscal Year 2020-2022

**Northern Light
CA Dean Hospital**



**Northern Light
HealthSM**

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Introduction

Northern Light Health and our more than 12,000 employees care deeply about our neighbors and communities. Northern Light Health member organizations work hard to understand and address priority needs. We meet regularly with community partners to plan and implement local solutions that make it possible for people in our communities to lead healthier lives. By working together, we promote a culture of stewardship and foster vibrant communities.

Northern Light CA Dean Hospital is committed to shaping health improvement efforts in its service area based on sound data, personal and professional experience, and community need. Through collaborative efforts, Northern Light CA Dean Hospital creates healthier communities through the provision of services, resources, and programs within and beyond the walls of the hospital.

About Northern Light Health

At Northern Light Health, we're building a better approach to healthcare because we believe people deserve access to care that works for them. As an integrated health delivery system serving Maine, we're raising the bar with no-nonsense solutions that are leading the way to a healthier future for our state.

As a statewide integrated healthcare system serving Maine, we provide care to people from Portland to Presque Isle and from Blue Hill to Greenville. We are comprised of nine member hospitals with 584 long-term beds, a single physician-led medical group, eight nursing homes, five emergency transport members, 37 primary care locations, and we employ more than 12,000 people in Maine.

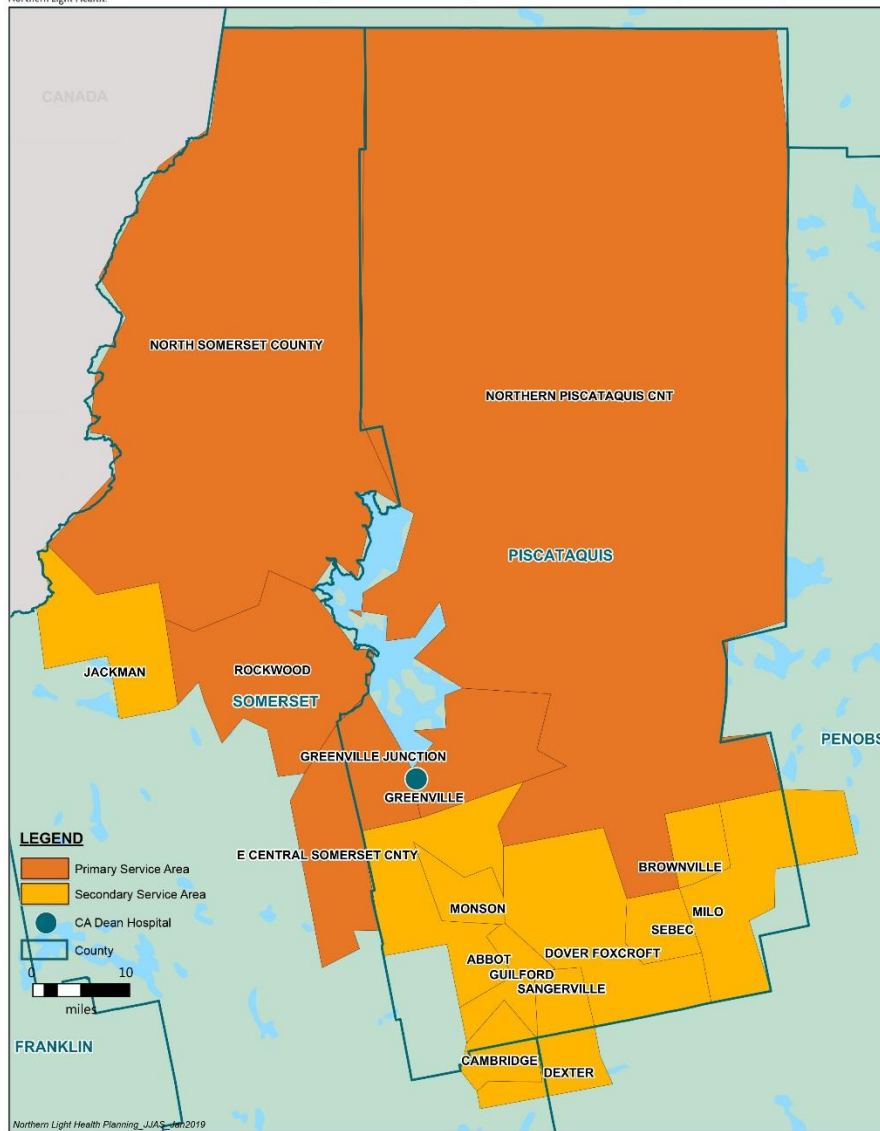
About Northern Light CA Dean Hospital

Northern Light CA Dean Hospital is a 25-bed critical access hospital nestled near the shores of Moosehead Lake in Greenville, Maine.

Opened in 1911 to meet the healthcare needs of the local community, tourists, and lumbermen, Northern Light CA Dean Hospital remains an important resource for both the year-round and seasonal residents we serve. Our Health Centers in Sangerville, Greenville, and Monson also ensure quality healthcare is close by.

Definition of Community Served

Located in Greenville, Maine, Northern Light CA Dean Hospital has a service area comprised of both primary and secondary service areas, together referred to as the total service area. Total service areas (TSA's) are developed by the Northern Light Health Planning department based on neighboring zip codes from which a majority of a hospital's inpatient admissions originate. TSA's can sometimes overlap due to hospital locations or because of the specialty services provided by the hospitals.



Demographic Data		
PISCATAQUIS COUNTY		
	Percent	Number
American Indian/Alaskan Native	0.6%	94
Asian	0.4%	64
Black/African American	0.5%	88
Hispanic	1.2%	210
Some other race	0.4%	69
Two or more races	1.9%	328
White	96.2%	16,401
County population	17,044	

Social Determinants of Health Data	
PISCATAQUIS COUNTY	
Median household income	\$36,938
Unemployment rate	5.1%
Individuals living in poverty	20.6%
Children living in poverty	31.4%
65+ living alone	~
People living in rural areas	100.0%
Food insecurity	16.8%

Addressing Community Health Needs

Shared Community Health Needs Assessment

In 2019, Maine's four largest healthcare systems – Northern Light Health, Central Maine Health Care, MaineGeneral Health, and MaineHealth – as well as the Maine Center for Disease Control and Prevention, an office of the Maine Department of Health and Human Services (DHHS) partnered to research and publish a shared Community Health Needs Assessment (Shared CHNA). The Shared CHNA provides a comprehensive review of health data and community stakeholder input on a broad set of health issues in Maine. The Shared CHNA data were made widely available to the public, as community engagement forums were held across the state, gathering additional feedback on priority issues and opportunities for community health improvement. These reports and the community input received are fundamental to achieving our goal of partnering with community, public health entities, and accountable care networks to improve the health and well-being of the communities we serve.

Results of the 2019 Shared CHNA along with community input were used to inform the development of this three-year Community Health Strategy by Northern Light CA Dean Hospital. The efforts identified within help demonstrate our commitment to our community, as we provide benefits reflective of our mission and tax-exempt status. These benefits include a focus on the clinical, social, and environmental factors that influence the ability of people to lead healthier lives.

Community Health Strategy

This Community Health Strategy was developed with input from community stakeholders including those who serve priority populations, local Public Health District Liaisons, local business leaders, and community advocates.

Priorities were selected after weighing the severity of each priority area, availability of known and effective interventions, determination that the priority area was un-addressed or under-addressed, and community collaborations underway with Northern Light CA Dean Hospital.

Northern Light CA Dean Hospital reserves the right to amend this Community Health Strategy as circumstances warrant. For example, certain community health needs may become more pronounced and require enhancements or a refocus to the selected priorities of focus.

Process and Methods for Priority Selection

The community health strategy was developed by a planning team consisting of members both internal and external to our organization. The planning team included representatives with knowledge and insight of the communities served. Northern Light CA Dean Hospital selected key priorities and strategies based on the county CHNA report, which includes quantitative health profile indicators and qualitative prioritization of need derived from a community engagement process. In addition, shared system-wide priorities were identified in the areas of Substance Use and Social Determinants of Health for all Northern Light Health members. These priorities were identified as shared priorities based on a selection process which considered a review of county level priorities across the state as well as local readiness and capacity to address these needs in partnership with local communities.

Members of Northern Light CA Dean Hospital's Community Health Strategy team included individuals representing the following positions:

- Vice President/Chief Nursing Officer, Northern Light CA Dean Hospital
- Director of Clinical Services, Northern Light CA Dean Hospital

- Director of Practice Management, Northern Light Health Center, Greenville, Sangerville and Monson
- Director of Pharmacy/Community Health Benefit System Liaison, Northern Light CA Dean Hospital

The following criteria were used for the health need selection process:

- Shared CHNA prioritization: How the health priority rank in the Shared CHNA
- System-wide priority areas of work as determined by the Community Health Council
- Ability to leverage local community assets: Identification of potential community partnerships to engage in order to address the priority need, or to build on current programs, emerging opportunities, or other community assets
- Expertise: Northern Light CA Dean Hospital experts and local partnership experts in various priority areas
- Feasibility: Northern Light CA Dean Hospital has the ability to have an impact given the community benefit resources available

Annually, our internal team will convene to determine if changes need to be considered in order to best address the priority health needs of our community.

NOTE: There were no written comments received related to the most recently conducted CHNA and Community Health Strategy for inclusion in this report.

Evaluation Efforts

Northern Light CA Dean Hospital will monitor and evaluate the strategies related to this priority area of work for the purpose of tracking the implementation of those strategies as well as to document the anticipated impact. Through internal quarterly reporting practices we plan to document and track measures, approaches and resources used, partners engaged, and highlights related to this priority area of work. These quarterly reports will inform our fiscal year-end Progress Report to Our Community that will be made publicly available on our community health strategy webpage.

Feedback Opportunity

Contact communitybenefits@northernlight.org with feedback on this report.

Approval from Governing Board

Northern Light CA Dean Hospital's Community Health Strategy and Community Health Needs Assessment (CHNA) were reviewed by the hospital's governing board and a resolution was made to approve and adopt both the Shared CHNA and the Community Health Strategy on May 28, 2019.

Selected Priorities of Focus

Priority #1: Social Determinants of Health

Rationale

A community's health can be determined in part by access to social and economic opportunities, the safety and cleanliness of environments, and the resources available in homes, neighborhoods, and communities. These social determinants of health are the conditions in which people are born, live, work, and play, and affect a wide range of health and quality of life outcomes. Examples of social determinants include socioeconomic status, availability of

safe housing, education, access to healthcare services, and food insecurity. Over the past two decades, a large and compelling body of evidence has revealed that these factors play a powerful role in shaping health. This has resulted in a greater understanding that medical care is not the only influence on health, and suggests that traditional healthcare models may not be enough to adequately improve health outcomes or reduce health disparities without also addressing how people live.

The Northern Light CA Dean Hospital's Community Health Strategy team has identified Social Determinants of Health as a priority need for our community. There are substantial local community assets and Northern Light CA Dean Hospital has assets available to be leveraged in support of this need. Also, there are many evidence-based or promising approaches to address the need for interventions on the many facets of Social Determinants of Health. Finally, Social Determinants of Health rated as a high priority to the community and our Northern Light Health system.

Intended action to address the need

Northern Light CA Dean Hospital will screen primarily patients 65 years and older with questions from "The Accountable Health Communities Health-Related Social Needs Screening Tool" as a means of determining the patient's level of need in a multitude of different social needs areas. All positive screens will prompt immediate referral to a home visiting nurse, a public health nurse, or a community paramedic with the hope that an in-home visit can result in assistance for our elderly population. In addition, as the three-year cycle continues, Northern Light CA Dean Hospital will consider the possibility of extending the screening tool to engage other age groups within our population.

Anticipated impact of these actions/expected outcomes

Northern Light CA Dean Hospital anticipates positive screens for a fair amount of our population. We expect that in-home visitors will highlight health and safety concerns for patients and offer suggestions to mitigate any dangers or overwhelming concerns.

Programs and resource allocation

The director of Practice Management will work to set up a process flow and tracking mechanism for referrals. The community health liaison will serve as a contact for the Maine Centers for Disease Control and Prevention (MeCDC) Public Health Nursing Supervisor to coordinate introductions and referral process flow.

Planned collaborations

Northern Light CA Dean Hospital will partner with the MeCDC, Division of Disease Prevention/Public Health Nursing to ensure timely and appropriate evaluations for our community members.

Plan for measuring impact

Northern Light CA Dean Hospital will monitor and evaluate the strategies related to this priority area of work for the purposes of tracking the implementation of those strategies as well as to document the anticipated impact. Through internal quarterly reporting practices, we plan to document and track measures, approaches, and resources used; partners engaged; and highlights related to this priority area of work. These quarterly reports will inform our fiscal year-end Progress Report to Our Community that will be made publicly available on our community health strategy webpage.

Specific measurements may include:

Northern Light CA Dean Hospital will track a total number of screens, a total number of positive screens resulting in a referral, whether or not the referral led to a successful in-home visit, and the number of sites implementing the screening and referral for health-related social needs.

Population of focus

Community at large with a focus on our older adult population.

Priority #2: Substance Use

Rationale

Substance Use, including alcohol, tobacco, and other drugs, have a major effect on individuals, families, and communities. Alcohol misuse as well as smoking and tobacco use cause or increase risk of many diseases, such as cancer, heart disease, diabetes, and respiratory conditions. The effects of substance use often result in social, physical, mental, and public health problems, including domestic violence, child abuse, accidents, crime, and suicide. Substance use is now understood to be a complex disease of the brain and body, requiring long-term attention and treatment just like any other chronic illness. There are many effective evidence-based strategies that communities, including healthcare organizations and providers, may employ to prevent, identify, and treat substance use disorders.

The Northern Light CA Dean Hospital's Community Health Strategy team determined it was feasible to address this need. There are substantial local community assets and Northern Light CA Dean Hospital has assets available to be leveraged in support of this need. Also, there are many evidence-based or promising approaches to address the need for substance use interventions. Finally, substance use rated as a high priority to the community and Northern Light Health.

Intended action to address the need

Northern Light CA Dean Hospital will partner with multiple agencies to increase access to drug takeback programs in our rural healthcare community.

Anticipated impact of these actions/expected outcomes

Northern Light CA Dean Hospital anticipates an increase in participation with each takeback effort, increasing community awareness about the importance of proper disposal of prescription and non-prescription medications and reducing the availability of diverted medications in our community.

Programs and resource allocation

The director of Pharmacy and the director of Practice Management, in collaboration with the manager of Communications and Marketing, will work to educate, advertise, and inform members of the community about the programs through both print and social media.

Planned collaborations

Northern Light CA Dean Hospital will partner with the Piscataquis County Sheriff's Department and the Greenville Police Department to offer residents a safe and environmentally responsible means of drug disposal.

Plan for measuring impact

Northern Light CA Dean Hospital will monitor and evaluate the strategies related to this priority area of work for the purposes of tracking the implementation of those strategies as well as to document the anticipated impact. Through internal quarterly reporting practices, we plan to document and track measures, approaches, and resources used; partners engaged; and highlights related to this priority area of work. These quarterly reports will inform our fiscal year-end Progress Report to Our Community that will be made publicly available on our community health strategy webpage.

Specific measurements may include:

Northern Light CA Dean Hospital will track participation based on the number of community members who attend the takeback program. Efforts will also be made to track the pounds of drugs collected during each program.

Population of focus

Community at large

Priority #3: Access to Care

Rationale

Access to appropriate, affordable, quality healthcare is important to physical, social, and mental health. Lack of health insurance, cost of care, lack of sufficient providers to meet patient needs, and transportation challenges all present significant barriers to the ability to access care when and where it is needed. While health insurance can remove some barriers to care, it does not guarantee access on its own. Individuals and families facing such barriers often delay or go without care, resulting in poorer health outcomes and reduced quality of life. There are many effective approaches that healthcare systems may use to reduce or eliminate barriers to care in the communities that they serve.

The Northern Light CA Dean Hospital's Community Health Strategy team has identified access to care as a priority need that we are well-positioned to address. In addition to a robust network of community partners, Northern Light CA Dean Hospital has resources available to be leveraged in support of this need. There are many options for evidence-based policy and environmental strategies that may be employed to reduce barriers to care in both our community and organization.

Intended action to address the need

Northern Light CA Dean Hospital, recognizing that access to care is a challenge in our community, will continue to expand upon partnerships focused on reducing the time to treatment and access to mental healthcare providers through telepsych and telehealth services.

Anticipated impact of these actions/expected outcomes

Northern Light CA Dean Hospital anticipates a decrease in the time it takes for both existing and new patients to make contact with a provider for a variety of healthcare issues related to mental health. This decrease will ultimately improve patient outcomes when treatment efforts are engaged upon earlier in the process.

Programs and resource allocation

Northern Light CA Dean Hospital will supply a behavioral health meeting room and computer to carry out services as well as serve as a referral source for patient contact with a mental health professional.

Planned collaborations

Northern Light CA Dean Hospital will partner with Northern Light Acadia Hospital's nurse practitioner and licensed clinical social worker to offer mental health specific services to our patients.

Plan for measuring impact

Northern Light CA Dean Hospital will monitor and evaluate the strategies related to this priority area of work for the purpose of tracking the implementation of those strategies as well as to document the anticipated impact. Through internal quarterly reporting practices we plan to document and track measures, approaches and resources used, partners engaged, and highlights related to this priority area of work. These quarterly reports will inform our fiscal year-end Progress Report to Our Community that will be made publicly available on our community health strategy webpage.

Specific measurements may include:

Northern Light CA Dean Hospital will track Time to Third (TTT) Available Appointment and Time to First Appointment for existing and new patients respectively. In anticipation of our growing collaborative work with Northern Light Acadia Hospital, who will receive referrals from our practices and deliver services to patients in our practices, we plan to enhance the referral mechanisms to achieve more timely access to services for our patients with a standard measurement of TTT < 2 days and Time to First appointment as < 14 days.

Population of focus

Community at large

Health Priorities Not Addressed

Northern Light CA Dean Hospital considered all priorities identified in the Shared CHNA, as well as other sources, through an extensive review process. While the full spectrum of needs is important, Northern Light CA Dean Hospital is currently poised to focus only on the highest priorities at this time. Priorities not selected, due to a variety of reasons are listed below:

- Mental Health - Northern Light CA Dean Hospital did not choose this priority area of focus because previous efforts have been put into place to meet this need. Through partnership with Northern Light Acadia Hospital, clinical services in mental health have been offered to our patients through telepsych or telemedicine. Our focus in the “Access to Care” initiative will also contribute to meeting this need starting in FY 2020 and a priority with focus in mental health will be reconsidered in the years to come.
- Older Adult Health/Healthy Aging - Northern Light CA Dean Hospital did not choose this priority area of focus because we believe that our resources are focused in this area in a meaningful way already. Northern Light CA Dean Hospital’s staff Licensed Clinical Social Worker is a facilitating member of the Age Friendly Community Group in our community. The hospital also offers access to our physical therapy gym in our “Community Fitness” program to meet the needs of our elderly population looking for fitness options at an affordable price. Our focus in the “Social Determinants of Health” initiative will also contribute to this need starting in FY 2020. This priority will be reconsidered in the years to come.

Conclusion

Northern Light CA Dean Hospital is thankful for the participation and support of our community members and many area organizations in the Shared CHNA process and for contributing their knowledge of local community health needs. Through existing and future partnerships, collaborative efforts will be essential in addressing the identified community health strategies prioritized within.

Northern Light CA Dean Hospital will engage in another Shared CHNA in 2022 and looks forward to ongoing community participation in these important efforts.

Appendix

Evaluation of Impact

Progress report on selected priorities from Northern Light CA Dean Hospital's last (2016) Community Health Needs Assessment.

Northern Light Health and Northern Light CA Dean Hospital are committed to promoting a culture of community stewardship, and partnering together with community stakeholders to address high priority health issues. In order to do so effectively, we regularly monitor the effect of our community health efforts, and make this information widely available to our communities in the form of annual Community Benefit statements, and this triennial Community Health Strategy report. The following annual Progress Report to Our Community provides a summary evaluation of impact of the actions taken by Northern Light CA Dean Hospital to address community health priorities adopted in 2016.

Measuring and reporting on progress is critical to making a difference in the communities we serve, and in the lives of those we care for. The following annual Progress Reports to Our Community are provided for:

- Progress Report to Our Community FY17
- Progress Report to Our Community FY18
- Progress Report to Our Community FY19

For additional information, visit <https://northernlighthealth.org/Community-Health-Needs-Assessment/2016-CHNA-Reports/Community-Health-Strategy>

Progress Report to Our Community

Addressing Community Health Needs

Fiscal Year 2017



2019



2018



2017



Charles A. Dean Memorial Hospital

FY 2017 Progress Report Priority 1: Obesity	
Objective	Provide meaningful and useful education to members of the community on effective ways to weight loss.
Status	In Progress
Approaches taken and resources used	Charles A. Dean Memorial Hospital worked collaboratively with Greenville Adult Education to host community classes focused on healthy cooking options that was open to anyone in the community to attend. Meaghan Geroux, MS, RDN, LD, clinical dietitian, provided her knowledge and expertise to lead the classes. In addition, she wrote weekly blog posts that included information on healthy eating, portion sizes and recipes that were posted in our community newspapers and social media.
Partners engaged	Charles A. Dean Memorial Hospital partnered with the following entities on this priority: <ul style="list-style-type: none"> • Meaghan Geroux, MS, RDN, LD, Clinical Dietitian • Greenville Adult Education • Moosehead Matters, local newspaper • Diane Bartley, DKB Catering
Highlights	Community feedback related to the weekly blogs has been positive.
Outcome Measure	Nine blog posts appeared in the local newspaper, Moosehead Matters and in social media between July and October 2017. Classes were not offered due to capacity issues.
Project lead	Sheri Kreider, Manager of Dietary Services
Next Steps	In FY18, Charles A. Dean Memorial Hospital will continue submitting recurring nutrition blogs in Moosehead Matters (local newspaper) to provide educational information about nutrition to the community. As school convenes this Fall, cooking classes will be organized and offered to the community. Charles A. Dean Memorial Hospital will also work with the community to encourage use of the Community Fitness program targeting physical activity as a way to address the obesity priority.

FY 2017 Progress Report Priority 2: Drug and Alcohol Abuse	
Objective	Increase substance abuse awareness through education and engagement of the children in attendance at School Union 60.
Status	In Progress
Approaches taken and resources used	Charles A. Dean Memorial Hospital's Jenn Caiazzo, registered nurse and School Union 60 school nurse worked collaboratively with School Union 60's health teacher to offer high school students monthly classes focused on specific substance abuse topics covering the risks and abuse outcomes. In addition, Jenn worked with the Piscataquis Sheriff's Office and Greenville Police Department to develop a Safety Awareness Day offered at the Piscataquis Community High School in June of 2017. During the day, students met with the Sheriff's, learned about the negative effects of drugs and alcohol as well as many other safety related.
Partners engaged	Charles A. Dean Memorial Hospital partnered with the following entities on this priority: <ul style="list-style-type: none"> • Union 60 • Piscataquis Sheriff Office • Greenville Police Department • Piscataquis Community High School
Highlights	Students from Piscataquis Community High School were exposed to the following educational offerings related to substance abuse: <ul style="list-style-type: none"> • Trailer simulator 3-5mph impact • Distracted Driving (texting etc.) simulator • Alcohol goggles simulator • "TipSoft" software behind anonymous text/call line – demo • Hillary Starbird from Mayo Region Hospital to discuss Prime for Life program
Outcome Measure	One safety day presented at Piscataquis Community High School. Approximately 60 students in attendance
Project lead	Jenn Caiazzo, registered nurse at Charles A. Dean Memorial Hospital
Next Steps	In FY18 Charles A. Dean Memorial Hospital plans to continue its collaborative work with School Union 60's high school students to offer substance abuse education in health classes focused on drugs and alcohol abuse. In addition, another safety retreat will planned for the students in collaboration with local police officials.

FY 2017 Progress Report Priority 3: Employment	
Objective	Offer formal certified nursing assistant (CNA) education to interested community members to increase the number of residents with this certification who may be employed in the area.
Status	Completed
Approaches taken and resources used	Charles A. Dean Memorial Hospital worked collaboratively with the Greenville Adult Education to establish and advertise a CNA course to local community members. The time and talent of CA Deans nurse manager of inpatient nursing and emergency department were offered to conduct this ten week course held at Charles A. Dean Memorial Hospital.
Partners engaged	Charles A. Dean Memorial Hospital partnered with the following entities on this priority: <ul style="list-style-type: none"> • Greenville Adult Education • Lakewood Continuing Care Center, Waterville, Maine
Highlights	The class attracted two participants who both successfully attended and completed the CNA course. One graduate is currently employed at Charles A. Dean Memorial Hospital full time. The second graduate is employed at a health center in Jackman, Maine.
Outcome Measure	Two CNA graduates
Project lead	Brittany Gould, Registered Nurse
Next Steps	In response to our Community Health Strategy priority related to employment, Charles A. Dean Memorial Hospital (CA Dean) will not continue this priority in FY 2018. CA Dean successfully offered a Certified Nursing Assistant (CNA) course to interested community members in FY 2017 that resulted in the education and completion of the course for two individuals who subsequently found employment in the area. Due to low interest in the course coupled with the lack of positions available in the area for CNA's, CA Dean has chosen to not pursue this priority in FY 2018 with plans to revisit it in FY 2019.

Priority #4: Depression

Rationale:

Through improved screenings, we anticipate improving referral mechanisms to various counselors and community partners specializing in mental health to provide continued services to those identified as in need.

Intended action to address the need:

Family practice and Emergency Department providers will increase the use of depression screenings at office visits and upon intake.

Programs and resource allocation:

Telepsych services
Crisis Intervention Counseling

Planned collaborations:

Through established relationships, Charles A. Dean Memorial Hospital plans to continue working collaboratively with the Charlotte White Center, Community Health and Counseling, and Acadia Hospital.

Population of focus:

All ages of our population

FY 2017 Progress Report Priority 4: Depression

Objective	Provide depression screening for individuals seen at Northwoods Healthcare and the Charles A. Dean Memorial Hospital's emergency department.
Status	Completed
Approaches taken and resources used	Northwoods Healthcare implemented the Patient Health Questionnaire – 2 (PHQ2) tool as an initial screening for depression as a “first step” approach. Patients over the age of 18 were screened with the PHQ2. If positive, the PHQ9 (more comprehensive assessment) was performed. As a result, Northwoods Healthcare integrated behavioral health into its practices has entered into an agreement with Acadia Hospital to provide additional support with this endeavor.
Partners engaged	Charles A. Dean Memorial Hospital partnered with the following entities on this priority: <ul style="list-style-type: none"> • Northwoods Healthcare • Acadia Hospital
Highlights	Charles A. Dean exceeded the target goal to screen 50% of the Northwoods patients over the age of 18.
Outcome Measure	64% (1, 755) of patients 18 years of age and older were screened using the PHQ2.
Project lead	Megan Ryder, Director of Practice Management and Brittany Gould, Nurse Manager
Next Steps	In FY18, Charles A. Dean Memorial Hospital aims to fully integrate behavioral health in all its Northwood practices with a focus on increasing referrals to behavioral medicine (via telepsych).

Priority: Opioid Harm Reduction - Patient Education

Rationale:

The opioid epidemic is a significant public health threat impacting all Maine communities. Primary prevention efforts such as patient education on medication safety, pain management alternatives to opioids, and safe disposal of unused medications are proven strategies to reduce opioid misuse.

Intended action to address the need:

- Assess areas of need
- Develop an action plan
- Establish patient education protocol and time-line
- Track activity

Programs and resource allocation:

- Staff time
- Educational materials – AHA, Caring for ME, Choosing Wisely, AWARxE prescription drug safety

Planned collaborations:

- EMHS Community Health Council

Population of focus:

- Patient population in need of chronic pain management

FY 2017 Progress Report Systemwide Priority: Opioid Harm Reduction - Patient Education

Objective	By 9/30/2017, increase the number of Charles A. Dean provider offices providing patient education materials surrounding prescription drug safety.
Status	Completed
Approaches taken and resources used	After an extensive review of narcotic contracts and informed consents signed by patients it was determined to use Choosing Wisely’s “Medicine to relieve chronic pain” brochures containing information about when you need opioids (narcotics) – and when you don’t. These patient education brochures and handouts from Choosing Wisely along materials from consumer health choices were placed in two locations (Northwoods Healthcare in Greenville and Northwoods Healthcare in Sangerville).
Partners engaged	Charles A. Dean Memorial Hospital partnered with the following entities on this priority: <ul style="list-style-type: none"> • EMHS Community Health Council
Highlights	Patient education materials secured from Choosing Wisely.
Outcome Measure	Two providers offices using handouts, 473 people reached.
Project lead	Megan Ryder, Director of Practice Management
Next Steps	In FY18, Charles A. Dean plans to continue focusing on opioid harm reduction, patient education as a priority by increasing the availability of patient education materials at an additional site.

Priority: Healthy Food Access - Food Insecurity Screen and Intervene

Rationale:

According to the USDA, Maine ranks fourth in the nation and first in New England for very low food insecurity. Lack of access to nutritious foods greatly increases a number of health risks such as those associated with chronic disease and developmental issues among youth. Screening patients for food insecurity and connecting them with reliable food assistance resources can remove a barrier to good health, improving health outcomes for children, families and older adults who are at greatest risk.

Intended action to address the need:

Initial meeting with school nurse and school administration at Union 60 in Greenville
 Estimated Need
 Backpack Program
 Address needs during extended days away from school (i.e. Vacation)

Programs and resource allocation:

Staff time

Planned collaborations:

Union 60 School District

Population of focus:

Number of families screened using the two question screen

FY 2017 Progress Report	
Systemwide Priority: Food Insecurity - Screen and Intervene	
Objective	Increase the number of patients screened for food insecurity from X to Y by 9/30/2017.
Status	In Progress
Approaches taken and resources used	Charles A. Dean Memorial Hospital engaged in initial discussions with family practice clinics, local food pantries regarding processes to engage in as well as with the Auxiliary to discuss creative funding options for this initiative.
Partners engaged	Charles A. Dean Memorial Hospital partnered with the following entities on this priority: <ul style="list-style-type: none"> • Thriving in Place • Backpack program at Union 60 • Jean's Day funds to the Partnership Food Pantry (serves Piscataquis County) • CA Dean Auxiliary engaged to help sustain initiative
Highlights	Continued discussion and planning to begin this initiative.
Outcome Measure	Not available
Project lead	Lorraine Rodgerson, VP & CNO and Tom Murray, LCSW Manager of Social Work
Next Steps	In FY18, Charles A. Dean Memorial Hospital plans to initiate the two question screen and intervene at Northwoods Healthcare in Greenville. Funding for the project will be discussed with EMHS's grant team and the Auxiliary.

Fiscal Year 2018

Progress report to our community

Addressing community health needs



Northern LightSM
C.A. Dean Hospital

Progress report update

FY 2018 Progress Report

Priority #1: Obesity

Objective: By September 30, 2018, Northern Light CA Dean Hospital will increase by 60 its registered users of the Community Fitness program via marketing and community relations tactics.

Status: Completed

Approaches taken and resources used: In fiscal year 2018 (FY18), Northern Light CA Dean Hospital successfully increased our Community Fitness program membership with over 60 new registrations. Internal provider referrals and in house marketing on patient area monitors increased awareness of the resource and availability of the service.

Partners engaged: Northern Light CA Dean Hospital partnered with the following entities on this priority:

- Northern Light CA Dean Hospital departments

Highlights: In FY18, Northern Light CA Dean Hospital used internal marketing and provider referrals to encourage healthy lifestyle changes in our patient population. Though resources are limited in the community, Northern Light CA Dean Hospital worked to offer an option for our patients to improve health outcomes through exercise.

Outcome Measure: In FY18, the outcome measure for this CHIP achieved by Northern Light CA Dean Hospital was an increase of over 60 registrations for our Community Fitness program.

Project Lead: Angie Madore, manager of Rehabilitation Services and Bre Graffam, manager of Communications

Next Steps: Northern Light CA Dean Hospital will not continue this priority in fiscal year 2019. Northern Light CA Dean Hospital successfully increased the enrollment and registration in our Community Fitness Program by 60 members in FY 2018, but due to the size of the community we feel that continuation of this particular venture will not represent meaningful community benefit at this time. Northern Light CA Dean Hospital will revisit this health priority in the future and hopes to partner with community projects to represent our commitment to the health and wellbeing of our community.

FY 2018 Progress Report

Priority #2: Drug and alcohol abuse

Objective: By September 2018, increase the number of students at School Union 60 engaged in substance abuse education from 0 to 40.

Status: Completed

Approaches taken and resources used: In fiscal year 2018 (FY18), Northern Light CA Dean Hospital partnered with Hillary Starbird from Mayo Regional Hospital to offer drug and alcohol abuse education to 10th and 11th grade students at Greenville Consolidated School system through the “Prime for Life” program.

Partners engaged: Northern Light CA Dean Hospital partnered with the following entities on this priority:

- Mayo Regional Hospital
- Greenville Consolidated School system

Highlights: In FY18, Northern Light CA Dean Hospital’s school nurse, Jen Caiazzo, partnered with Hillary Starbird from Mayo Regional Hospital to coordinate classroom time for the offering of the “Prime for Life” substance abuse education program. By the end of the school year, 50 students in the tenth and eleventh grades completed the program. Jen Caiazzo’s efforts to engage teachers and coordinate classroom time as well as being present to help facilitate teaching of the program have led to a partnership that will continue to educate incoming freshmen on the dangers of substance abuse.

Outcome Measure: In FY18, Northern Light CA Dean Hospital engaged and provided substance abuse education to 50 students in the Greenville Consolidated School system.

Project Lead: Jenn Caiazzo, RN

Next Steps: In fiscal year 2019, Northern Light CA Dean Hospital is planning to continue the “Prime for Life” program for incoming ninth graders as well as tenth graders with a goal of offering the program to incoming freshman each school year.

FY 2018 Progress Report

Priority #3: Employment

FY18 Objective Status: In response to our Community Health Strategy priority related to employment, Northern Light CA Dean Hospital will not continue this priority in FY18. Northern Light CA Dean Hospital successfully offered a Certified Nursing Assistant (CNA) course to interested community members in FY17 that resulted in the education and completion of the course for two individuals who subsequently found employment in the area. Due to low interest in the course coupled with the lack of positions available in the area for CNAs, Northern Light CA Dean Hospital has chosen to not pursue this priority in FY18 with plans to revisit it in FY19.

Next Steps: In FY19, Northern Light CA Dean Hospital will partner with Eastern Maine Community College’s “Grow Your Own” program to offer a satellite site for employees interested in furthering their career in the nursing field. Though on-site training and an ITV classroom set-up, students will be able to complete their associate’s degree in nursing here at the hospital, eliminating the extensive travel previously required to obtain this degree.

FY 2018 Progress Report

Priority #4: Depression

Objective: By September 2018, increase the number of referrals to behavioral medicine (via telepsych) from zero to 200.

Status: Completed

Approaches taken and resources used: In FY18, Northern Light CA Dean Hospital secured a working relationship with Acadia and initiated an integrated behavioral health program. This started in April, 2018.

Partners engaged: Northern Light CA Dean Hospital partnered with the following entities on this priority:

- Northern Light Acadia Hospital. They provide this service one day a week in our practices.

Highlights: In FY18, Northern Light CA Dean Hospital has an integrated behavioral health practitioner assisting with medication management. This service has allowed the primary care physicians to hand off their patients to someone with much more experience in the behavioral health realm, making them feel more secure in the treatment of their patients and getting patients the care they need.

Outcome Measure: In FY18, the outcome measure for this CHIP achieved by Northern Light CA Dean Hospital was securing a working relationship with Northern Light Acadia Hospital and building an integrated behavioral health model in our primary care practices. In FY18, we were able to refer 41 patients for telepsych and have many more referrals waiting to be scheduled.

Project Lead: Megan Ryder, director of Practice Management

Next Steps: In FY19, Northern Light CA Dean Hospital will continue to work with Northern Light Acadia Hospital on enhancing their integrated model and hope to secure an LCSW specifically for the practices to assist in the treatment of our behavioral health patients.

FY 2018 Progress Report

Systemwide priority: Opioid harm reduction – patient education

Objective: By September 30, 2018, increase by one the number of provider sites providing patient education materials surrounding prescription drug safety.

Status: Completed

Approaches taken and resources used: In FY18, Northern Light CA Dean Hospital began using the Choosing Wisely campaign's opioid pain management rack card and flat sheet at Northern Light Health Primary Care Greenville, Sangerville, and Monson. These Choosing Wisely materials were displayed in the various waiting rooms and exam rooms for patients to access in order to learn about additional services offered for those in need of additional opioid medication education. Northern Light CA Dean Hospital also maintained/established medication contracts and informed consents for patients who receive any controlled substance prescribing as embedded into the electronic health records.

Partners engaged: Northern Light CA Dean Hospital partnered with the following entities on this priority:

- Choosing Wisely, an initiative of the ABIM Foundation

Highlights: In FY18, educating patients on the appropriate use of controlled substances as well as finding alternatives for patients in pain.

Outcome Measure: In FY18, successfully worked with one provider site to implement patient education materials.

Project Lead: Megan Ryder, director of Practice Management

Next Steps: In FY19, Northern Light CA Dean Hospital plans to continue to look at ways to inform our patients on the effects of controlled substances.

FY 2018 Progress Report

Systemwide priority: Healthy food access – screen and intervene

Objective: Increase the number of sites screening for food insecurity from 0 to 1 by 9/30/2018.

Status: Completed

Approaches taken and resources used: In FY18, Northern Light CA Dean Hospital partnered with the Good Shepard Food Bank and were able to provide food our patients. This partnership gave us the comfort level to start screening patients for food insecurity in all three of our clinics.

Partners engaged: Northern Light CA Dean Hospital partnered with the following entities on this priority:

- Good Shepard Food Bank

Highlights: In FY18, Northern Light CA Dean Hospital was able to partner with the Good Shepard Food Bank to provide food to those patients who screened positive for food insecurity.

Outcome Measure: In FY18, Northern Light CA Dean Hospital was able to screen patients for food insecurity and was able to provide food for those patients who screen positive in all three of our clinics. We were able to provide patients with food bags since May 17.

Project Lead: Megan Ryder, director of Practice Management

Next Steps: In fiscal year 2019, Northern Light CA Dean Hospital will work toward continuing this program in order to provide food to our patients identified as food insecure while continuing screening protocols in all our practices.

Fiscal Year 2019

Progress report to our community

Addressing community health needs



Northern LightSM
C.A. Dean Hospital

Progress report update

FY 2019 Progress Report

Priority #1: Drug and alcohol abuse

Objective: By September 30, 2019, 9th and 10th grade students at School Union 60 will have engaged in and completed “Prime for Life” substance abuse education coordinated by Northern Light CA Dean Hospital’s contracted school nurse.

Status: Completed

Approaches taken and resources used: In fiscal year 2019 (FY19), Northern Light CA Dean Hospital partnered with Mayo Regional’s Community Outreach to provide the Prime for Life substance abuse education program for high school students. Additionally, CA Dean partnered with Mayo Regional to provide a Vaping Education in-service for all staff at Greenville Consolidated School.

Partners engaged: Northern Light CA Dean Hospital partnered with the following entities on this priority:

Mayo Regional Hospital’s Community Outreach, Dover-Foxcroft

Highlights: In FY19, Northern Light CA Dean Hospital continued to provide the “Prime for Life” substance abuse prevention program for high school students at Greenville Consolidated School.

Outcome Measure: In FY19, Northern Light CA Dean Hospital was able to reach all 10-12th grade students at Greenville Consolidated School who completed the “Prime for Life” program in collaboration with Mayo Regional Hospital.

Project Lead: Jennifer Caiazzo, RN (School Nurse)

Next Steps: In fiscal year 2020 (FY20), Northern Light CA Dean Hospital will continue to educate students with “Prime for Life” and will add a vaping education for students and parents.

FY 2019 Progress Report

Priority #2: Employment

Objective: Northern Light CA Dean Hospital will serve as a satellite site for Eastern Maine Community College's "Grow Your Own" nursing program. By September 30, 2019, the number of students enrolled in the program for an associate's degree in nursing will increase from 0 to 3.

Status: In progress

Approaches taken and resources used: In FY19, Northern Light CA Dean Hospital continued to work with Eastern Maine Community College to deliver the "Grow Your Own" program to our enrolled students. The three students are expected to graduate in May of 2020. Another program will begin in September of 2020.

Partners engaged: Northern Light CA Dean Hospital partnered with the following entities on this priority:

Eastern Maine Community College

Highlights: In FY19, Northern Light CA Dean Hospital offered guidance and oversight for the program with special instruction from precepting nurses and the pharmacist. All three students remain in good standing with an anticipated graduation date of May of 2020.

Outcome Measure: In FY19, the outcome measure for this priority achieved by Northern Light CA Dean Hospital was the utilization of one site to reach 3 students.

Project Lead: Brittany Gould, Director of Clinical Services

Next Steps: In FY20, Northern Light CA Dean Hospital will continue working with Eastern Maine Community College. The three student nurses will graduate in May of 2020 and a new satellite program will begin in September 2020.

FY 2019 Progress Report

Priority #3: Depression

Objective: By September 30, 2019, Northern Light CA Dean Hospital will increase the number of referrals to behavioral medicine (via telepsych) from 38 to 60.

Status: In progress

Approaches taken and resources used: In FY19, Northern Light CA Dean Hospital collaborated with Northern Light Acadia Hospital to provide both integrated medication management and counseling services via telepsych in both our Greenville and Sangerville practices.

Partners engaged: Northern Light CA Dean Hospital partnered with the following entities on this priority:

Northern Light Acadia Hospital

Highlights: In FY19, Northern Light CA Dean Hospital was able to provide behavioral health resources in a timely manner and in a comfortable and familiar clinic to patients in Piscataquis County and abroad.

Outcome Measure: In FY19, Northern Light CA Dean Hospital was able to provide behavioral health services at two outpatient clinics and integrate this care. In 2019, we were able to refer 207 patients to behavioral health whether getting them in counseling and/or medication management.

Project Lead: Megan Ryder, Director of Practice Management

Next Steps: In FY20, Northern Light CA Dean Hospital will continue to grow this service line with plans to offer this service in our expanded clinic in Monson.

FY 2019 Progress Report

Systemwide priority: Healthy food Access – Food insecurity screen and intervene

Objective: Increase the number of screenings for food insecurity from 2200 to 3000 by 9/30/2019.

Status: Completed

Approaches taken and resources used: In FY19, Northern Light CA Dean Hospital screened all patients for food insecurity and partnered with Good Shepard Food Bank to provide food bags for those who screened positive.

Partners engaged: Northern Light CA Dean Hospital partnered with the following entities on this priority:

Good Shepherd Food Bank

Highlights: In FY19, Northern Light CA Dean Hospital increased the amount of food insecurity screening by screening all primary care patients, as well as specialty care patients. We developed a great working relationship with Good Shepherd Food Bank and have been able to assist in the wellbeing of our community members by providing food and resources to those in need.

Outcome Measure: In FY19, Northern Light CA Dean Hospital screened 5,021 patients for food insecurity in two of our clinics.

Project Lead: Megan Ryder, Director of Practice Management

Next Steps: In FY20, Northern Light CA Dean Hospital we will continue using the screen and intervene tool with plans to expand this to our Monson Clinic.

Conclusion

Northern Light CA Dean Hospital continues work on identified priorities through the Community Health Strategy and is thankful for the participation and support of our community members and many area organizations for contributing their knowledge of local community health needs related to our priorities of action. Through existing and future partnerships, collaborative efforts are essential in addressing the identified community health strategies prioritized within.