

Community Health Strategy

Addressing Community Health Needs Fiscal Year 2020-2022

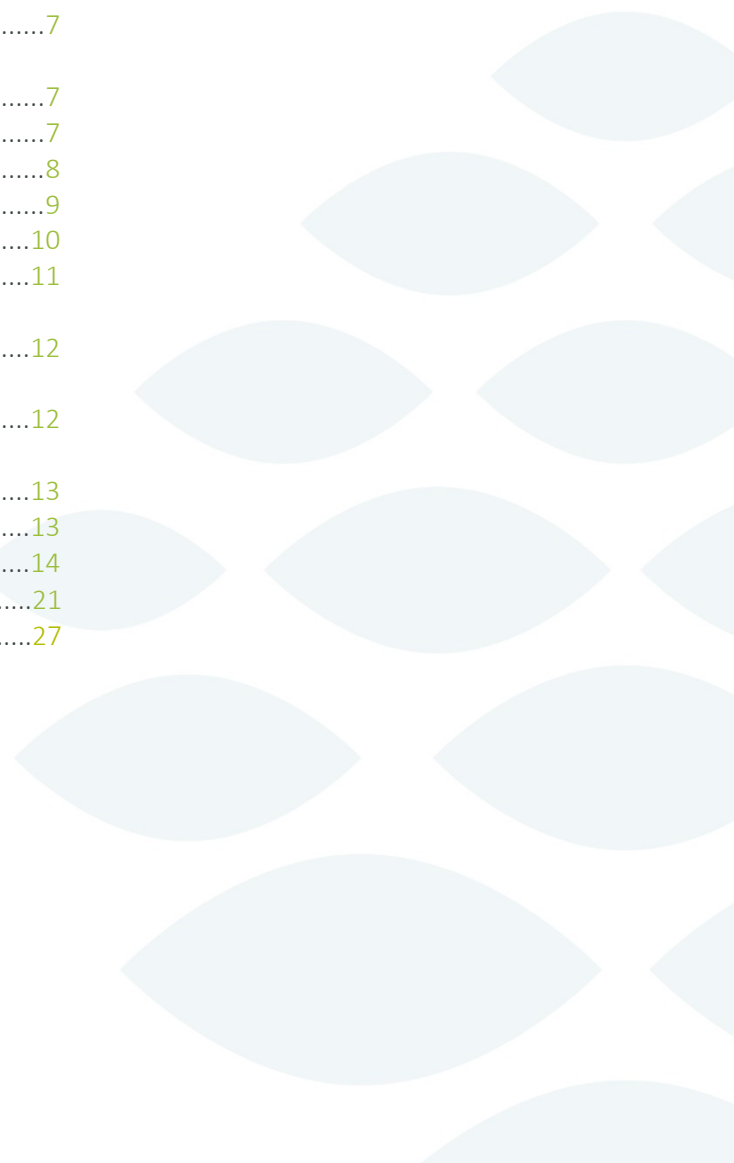
**Northern Light
Eastern Maine
Medical Center**



**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 Eastern Maine Medical Center 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 Eastern Maine Medical Center 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 Eastern Maine Medical Center

Northern Light Eastern Maine Medical Center serves communities throughout central, eastern, and northern Maine.

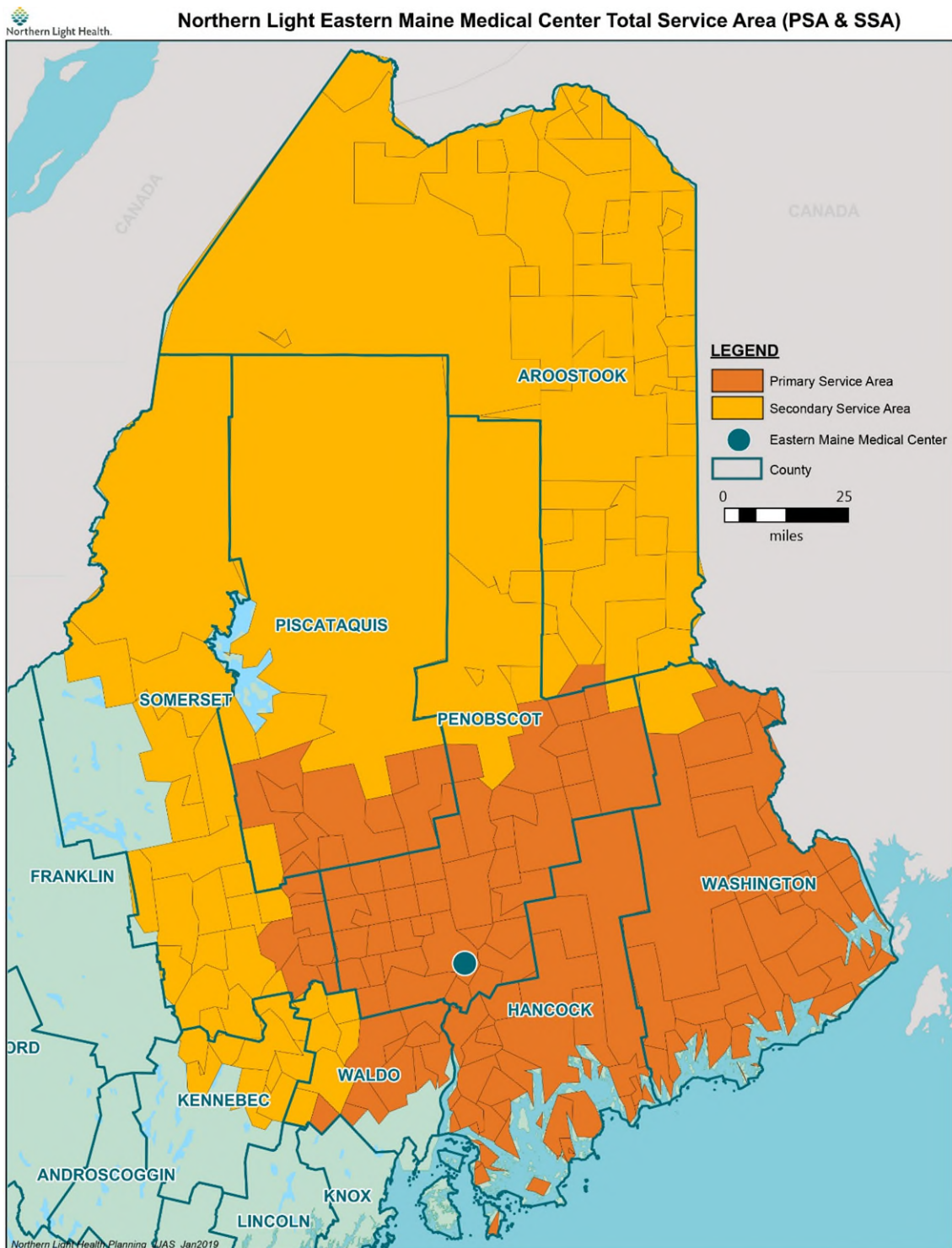
Whoever they are, whatever their circumstances, Mainers know they can count on Northern Light Eastern Maine Medical Center. We are committed to providing the highest level of care in our region. We are committed to our community as well, caring for everyone, even those who can't afford to pay. We stand ready, 24 hours a day. Because the way we see it, nothing should stand in the way of your health.

Northern Light Eastern Maine Medical Center and its staff of more than 450 physicians provide three-quarters of the primary-care services in the Bangor area, specialty and intensive services and is a level II trauma center.

We are a host for Lifelight of Maine, we provide outreach and support to local hospitals throughout Maine and serve as a resource for physicians, patients, and healthcare students.

Definition of Community Served

Located in Bangor, Maine, Northern Light Eastern Maine Medical Center 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. Northern Light Eastern Maine Medical Center patients are community members from the following counties; Aroostook, Hancock, Kennebec, Knox, Penobscot, Piscataquis, Somerset, Waldo, and Washington.



Demographic Data		
PENOBSCOT COUNTY		
	Percent	Number
American Indian/Alaskan Native	1.1%	1,751
Asian	1.1%	1,724
Black/African American	0.8%	1,174
Hispanic	1.2%	1,895
Some other race	0.2%	258
Two or more races	1.7%	2,571
White	95.1%	145,472
County population	152,978	

Social Determinants of Health Data	
PENOBSCOT COUNTY	
Median household income	\$45,302
Unemployment rate	4.3%
Individuals living in poverty	16.3%
Children living in poverty	18.3%
65+ living alone	44.5%
People living in rural areas	57.7%
Food insecurity	16.2%

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 Eastern Maine Medical Center. 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 Eastern Maine Medical Center.

Northern Light Eastern Maine Medical Center 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 Eastern Maine Medical Center 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 Eastern Maine Medical Center’s Community Health Strategy team included individuals representing the following positions:

- SVP and Chief Operations Officer, Hospital Administration
- SVP and Sr. Physician Executive, Hospital Administration
- SVP and Sr. Physician Executive – Medical Group, Hospital Administration
- SVP Finance, Member VP of Finance
- VP- HR East Region-EMMC, Human Resources
- VP- Nursing and Patient Care Services/RN, Hospital Admin
- VP- Physician Services, Medical Group and Physician Practice Administration
- VP- Compliance & Privacy, Compliance
- AVP, Patient Care Services/RN, Nursing Administration
- AVP, Patient Care Services/RN, Care Management
- Med Director, Research, Clinical Research
- Director, Clinical Programs Development
- Director, Performance Improvement, Performance Management
- Director, Patient Experience, Patient Experience
- Director, Physician Practices, Medical Group and Physician Practice Administration
- Director, Business Operations
- Director, 340B Program
- Director, Community Relations, Marketing and Communications
- Manager, Sponsored Programs, Clinical Research
- Manager, Bariatric Program/DI, Surgical Weight Loss
- Administrative Assistant, Hospital Administration

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

- Shared CHNA prioritization: How the health priority ranks 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 Eastern Maine Medical Center experts and local partnership experts in various priority areas
- Feasibility: Northern Light Eastern Maine Medical Center 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 Eastern Maine Medical Center 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 Eastern Maine Medical Center'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 29, 2019.

Selected Priorities of Focus

Priority #1: Mental Health

Rationale

Mental health conditions, including depression and anxiety, are leading causes of injury, illness, and disability in the United States and around the world. These illnesses are common and are caused by a complex combination of biological, psychological, and environmental factors. Untreated mental illness can result in severe health problems, including but not limited to heart disease and other chronic conditions, weakened immunity, social isolation, legal and financial problems, self-harm and harm to others, poverty, and homelessness. There is also a strong connection between mental illness and substance use, with more than one in four adults experiencing these co-occurring disorders. Limited healthcare options, lack of support, and fear of stigma may prevent individuals from seeking help, indicating an ongoing need to increase mental health awareness and address barriers to accessing mental healthcare.

The Northern Light Eastern Maine Medical Center Community Health Strategy team recognizes that addressing mental health needs is a priority for our community. There are substantial local community assets, and Northern Light Eastern Maine Medical Center has resources available to be leveraged in support of this need. Furthermore, there are many options for evidence-based mental health interventions and services that promote appropriate and effective prevention, identification and treatment for mental illnesses.

Intended action to address the need

Northern Light Eastern Maine Medical Center plans to expand the use of Adverse Childhood Experiences (ACE), promote the availability of appropriate mental health resources and awareness of mental health needs of our patients, including those without MaineCare, but whom need assistance with mental health needs.

Anticipated impact of these actions/expected outcomes

Northern Light Eastern Maine Medical Center will focus on access to mental healthcare screenings, improving

support, and educating to reduce the fear of stigma, which may prevent individuals from seeking help by improving access to mental healthcare.

Programs and resource allocation

Northern Light Eastern Maine Medical Center will engage our physicians, executives, nursing staff, managers and staff members to address the needs of our community regarding mental health.

Planned collaborations

Northern Light Eastern Maine Medical Center will engage with state and local organizations, along with other facilities within our organizations, to positively influence our community's access to mental healthcare.

Plan for measuring impact

Northern Light Eastern Maine Medical Center 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.

Population of focus

All age groups

Priority #2: 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 Eastern Maine Medical Center'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 Eastern Maine Medical Center 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 Eastern Maine Medical Center will implement screening protocols for food insecurity, housing, and transportation interventions in our hospital and medical practice settings to positively affect our community population by improving health outcomes and reducing health disparities due to socioeconomic conditions.

Anticipated impact of these actions/expected outcomes

Northern Light Eastern Maine Medical Center will positively shape the health of individuals in our community by use of the screening protocols for social determinants of health. In addition, we anticipate partnering with other community organizations to establish referral pathways for connecting patients for assistance.

Programs and resource allocation

Northern Light Eastern Maine Medical Center will engage our physicians, executives, nursing staff, managers, and staff members to address the needs of our community regarding food insecurity.

Planned collaborations

Northern Light Eastern Maine Medical Center will engage with state and local organizations, along with other facilities within our organizations, to positively affect our communities by improving health outcomes and reducing health disparities related to food insecurity.

Plan for measuring impact

Northern Light Eastern Maine Medical Center 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.

Population of focus

Patients identified as food insecure

Priority #3: Substance Use

Rationale

Substance Use, including alcohol, tobacco, and other drugs, have a major impact on individuals, families, and communities. Alcohol misuse, 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 Eastern Maine Medical Center's Community Health Strategy team determined it was feasible to address this need. There are substantial local community assets, and Northern Light Eastern Maine Medical Center 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 our Northern Light Health system.

Intended action to address the need

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. Through continued provider/patient awareness of substance use disorder, Northern Light Eastern Maine Medical Center will serve more individuals and families affected by substance use disorder.

Anticipated impact of these actions/expected outcomes

Northern Light Eastern Maine Medical Center will focus on increasing support and access to treatment for patients struggling with substance abuse by increasing the number of Medication-Assisted Treatment (MAT) trained providers, lung cancer screening, and other evidence-based treatment options for substance use readily available in our communities to address this chronic illness.

Programs and resource allocation

Northern Light Eastern Maine Medical Center will engage our physicians, executives, nursing staff, managers, and staff members to address the needs of our community regarding substance use.

Planned collaborations

Northern Light Eastern Maine Medical Center will engage with state and local organizations, along with other facilities within our organizations, to positively affect our communities by improving health outcomes and access to treatment of substance use through the provision of MAT options available in our communities.

Plan for measuring impact

Northern Light Eastern Maine Medical Center 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.

Population of focus

All ages struggling with addiction

Priority #4: 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 Eastern Maine Medical Center 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 Eastern Maine Medical Center 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 Eastern Maine Medical Center will focus on timely access to care, financial counseling for health concerns, health and well-being education, and preventative screening for members in our community, especially those in rural areas.

Anticipated impact of these actions/expected outcomes

Northern Light Eastern Maine Medical Center will deliver timely access to care, increased access to financial counseling for uninsured and underinsured patients, and increased access to preventative screenings in the communities that we serve.

Programs and resource allocation

Northern Light Eastern Maine Medical Center will engage our physicians, executives, nursing staff, managers and staff members to address the needs of our community related to access to care and screening issues.

Planned collaborations

Northern Light Eastern Maine Medical Center will engage with state and local organizations, along with other facilities within our organizations, to positively influence our community's access to care and screenings.

Plan for measuring impact

Northern Light Eastern Maine Medical Center 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.

Population of focus

All age groups

Priority #5: Physical Activity, Nutrition, Weight

Rationale

Being physically active, eating a balanced diet, and maintaining a healthy weight are all essential for promoting good health and well-being. Good nutrition and regular physical activity can reduce the risk of developing serious health conditions such as diabetes, cancer, stroke, heart disease, high cholesterol, high blood pressure. These and other obesity-related chronic diseases result in significantly higher rates of healthcare utilization and costs, and cause poorer health outcomes and decreased quality of life. A comprehensive approach to improving physical activity and nutrition, including environmental approaches, healthcare system interventions, and community programs, can support healthy choices and behaviors and improve access to healthier options within communities.

Physical activity and nutrition has been identified by the Northern Light Eastern Maine Medical Center Community Health Strategy team as a priority need for our region. Northern Light Eastern Maine Medical Center has resources available to be leveraged in support of this need, as well as the ability to use support and assets of our community partners. There are numerous opportunities for implementing effective evidence-based strategies in a variety of settings that will improve physical activity and nutrition options and behaviors for our community members.

Intended action to address the need

Northern Light Eastern Maine Medical Center will use our clinical forums associated with non-surgery bariatrics, WOW programs, and certified athletic trainers embedded in our area schools to improve the nutritional education, outreach, and overall lifestyle changes for better healthcare outcomes within our communities.

Anticipated impact of these actions/expected outcomes

Northern Light Eastern Maine Medical Center will expand public education and the number of community members reached to improve knowledge and/or outcomes regarding physical activity, nutrition, and weight in our community.

Programs and resource allocation

Northern Light Eastern Maine Medical Center will engage our physicians, executives, nursing staff, managers, and staff members to address the improvement of the quality of our nutritional education to our community.

Planned collaborations

Northern Light Eastern Maine Medical Center will engage with state and local organizations, along with other facilities within our organizations, to positively influence our communities' education for healthy nutritional options.

Plan for measuring impact

Northern Light Eastern Maine Medical Center 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.

Population of focus

All age groups

Health Priorities Not Addressed

Northern Light Eastern Maine Medical Center considered all priorities identified in the Shared Community Health Needs Assessment (CHNA), as well as other sources, through an extensive review process. While the full spectrum of needs is important, Northern Light Eastern Maine Medical Center is currently poised to focus only on the highest priorities identified within the Shared CHNA at this time. The top five priorities identified within the Penobscot County CHNA are being addressed by Eastern Maine Medical Center.

Conclusion

Northern Light Eastern Maine Medical Center 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 Eastern Maine Medical Center 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 Eastern Maine Medical Center's last (2016) Community Health Needs Assessment.

Northern Light Health and Northern Light Eastern Maine Medical Center 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 impact 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 Eastern Maine Medical Center 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



Eastern Maine Medical Center

FY 2017 Progress Report Priority 1: Substance Use Disorder - Prescribing Protocols	
Objective	Prescribing Protocols - Increase the number of primary care practices that have fully implemented prescribing protocols from 0 percent to 100 percent by September 22, 2017.
Status	Completed
Approaches taken and resources used	Eastern Maine Medical Center is a leader in reducing the harm of opioid misuse in our communities. The organization takes a multifaceted approach to addressing this community health issue, including ensuring providers are educated. In FY17, the EMMC Medical Group ensured that providers in our primary care provider sites received education in accordance with Maine law. This was achieved by ensuring enrollment in Maine's prescription monitoring program, reviewing a list of primary care providers' prescribing practices, and following up with education when necessary.
Partners engaged	Eastern Maine Medical Center shared ideas with Community Health Leadership Board members as the project rolled out.
Highlights	Eastern Maine Medical Center was successful in ensuring all providers were educated and enrolled in the prescription monitoring program database. Providers have made great progress with weaning patients who were prescribed large doses of opioid medication.
Outcome Measure	Internal Tracking
Project lead	Dr. Simone – Lead Physician, Primary Care
Next Steps	As additional provider groups enroll in the database and receive education as required by law, the Medical Group quality function will establish formal tracking mechanisms to ensure data is complete and accurate. Eastern Maine Medical Center will continue to support and encourage providers. This work is formalized in an updated community health improvement plan for FY18.

FY 2017 Progress Report Priority 1: Substance Use Disorder - Substance Misuse	
Objective	Substance Misuse - By September 2017, complete full evaluation of post-procedure prescription practices in specialty practices and identify improvement tactics to implement in FY17 and FY18.
Status	In Progress
Approaches taken and resources used	Eastern Maine Medical Center believes that reducing the burden of opioid misuse in our communities requires healthcare providers to implement prescribing protocols that reduce the likelihood of drug diversion and other forms of misuse. In recent years it has been common across the country for providers to prescribe opioids after surgery. It has been relatively routine – it is something that providers “just do.” Eastern Maine Medical Center has been working to further understand its specialty providers’ prescribing practices and to provide education and oversight to ensure patients do not routinely receive medication they do not need.
Partners engaged	Eastern Maine Medical Center partnered with the Community Health Leadership Board (idea sharing) for this priority:
Highlights	Discussions have occurred between the chief medical officer and service chiefs. Together, they have developed a better understanding of current state. Chiefs have had discussions with their surgeons, and they have brainstormed ideas.
Outcome Measure	Internal Tracking
Project lead	Dr. Raczek – Senior Vice President and Chief Medical Officer (no longer here)
Next Steps	Eastern Maine Medical Center’s Quality Departments, in partnership with the EMMC Medical Group, have developed a specific, measurable, realistic goal for FY 18. A tracking mechanism will be put into place to enable leadership to better track compliance and provide one-on-one intervention and education when needed. This work will continue in an updated community health improvement plan for FY18.

FY 2017 Progress Report Priority 2: Obesity	
Objective	Cafeteria Menu Revamp - Rework EMMC Food Services' menu to emphasize the Mediterranean diet characterized by high consumption of plant-based foods, whole grains, nuts, and legumes by June 30, 2017.
Status	Completed
Approaches taken and resources used	As a leader in improving and maintaining the health of our patients, visitors, employees, and community, Eastern Maine Medical Center embraces its responsibility to provide healthy food on its campuses. In FY 17, the organization underwent a review and improvement of its menu in concert with the opening of a new dining and food serving area that accommodates healthier choices. Improvements include a larger salad bar with more healthy options and fewer meats and cheeses, new plant-forward menu options, and increased availability of local produce.
Partners engaged	Eastern Maine Medical Center enhanced partnerships with local foodservice vendors.
Highlights	While it's too early to establish definitive trends, the new salad bar and other healthy options have been popular.
Outcome Measure	Successful completion of project to implement new menu
Project lead	Valerie Langbein, Director, Nutrition Services
Next Steps	This community health improvement plan is complete, and while the work to improve the availability of healthy food will continue, it will not be captured in a community health improvement plan (CHIP) for FY18 as it is part of the day-to-day approach to operations for the cafeteria. Tracking the sales of healthy items will be important so department leadership can make adjustments in the future as needed.

FY 2017 Progress Report Priority 3: Health Literacy	
Objective	Health Literacy - Increase the number of referrals from EMMC primary care practices, Beacon Health care managers, and EMMC Diabetes, Endocrine, and Nutrition practice to Literacy Volunteers of Bangor from 0 to 25 by September 22, 2017.
Status	In Progress
Approaches taken and resources used	Health literacy is an important predictor of health outcomes. Eastern Maine Medical Center distributed patient and family-focused information about health literacy, including rack cards, posters, and business cards to key points of service and also in discharge packets. Staff in these locations were provided with talking points and training to prepare them to initiate and carry through conversations with patient and their families. Those who wish to seek assistance are referred to Literacy Volunteers of Bangor, Eastern Maine Medical Center's partner on the project. Eleven patients and family members self-referred to Literacy Volunteers. Eastern Maine Medical Center was recognized for its efforts by Literacy Volunteers, which presented the hospital with their Champion for Literacy Award.
Partners engaged	Eastern Maine Medical Center partnered with Literacy Volunteers of Bangor.
Highlights	Information was distributed to key points of service for patients and visitors and to primary care staff. Eastern Maine Medical Center accepted Literacy Volunteers of Bangor's 2017 Champion for Literacy Award for its efforts.
Outcome Measure	44% (11 people referred)
Project lead	Donna Ashe – Director, Medical Group Nancy Prescott, Manager, Patient Experience
Next Steps	In FY18, Eastern Maine Medical Center will continue its health literacy work by expanding the number of distribution sites to 14, providing additional tools and training to staff, and target Eastern Maine Medical Center staff who experience challenges with literacy.

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 timeline
- Implement distribution of materials
- Track activity

Programs and resource allocation:

- Staff time
- Educational materials – Choosing Wisely or similar materials

Planned collaborations:

Maine Quality Counts/Choosing Wisely, other potential resource organizations

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 provider offices providing patient education materials surrounding prescription drug safety.
Status	Completed
Approaches taken and resources used	Eastern Maine Medical Center works with other community organizations to combat opioid misuse. In order to educate patients on the problem and solutions that might affect them, the organization distributed Choosing Wisely education to all practice waiting rooms. This information was chosen in collaboration with other EMHS community health leaders.
Partners engaged	Eastern Maine Medical Center partnered with the following entities on this priority: <ul style="list-style-type: none"> • Inland Hospital • Mercy Hospital • The Aroostook Medical Center • Community Health System Team
Highlights	See approaches taken and resources used
Outcome Measure	43 (est.) Medical Group practices that have waiting rooms
Project lead	Dr. Raczek – Senior Vice President and Chief Medical Officer (no longer here) Michael Reid – Vice President, Provider Services
Next Steps	Material will continue to be provided to practices. The material will be reviewed periodically to ensure relevance.

FY 2017 Progress Report Systemwide Priority: Healthy Food Access, Healthier Hospital Food Service	
Objective	Increase the number of foodservice venues with improved availability of healthy foods through new or improved policies, environments, and systems from 0 to 1 by 9/30/2017.
Status	Completed
Approaches taken and resources used	In FY17, Eastern Maine Medical Center Food & Nutrition Services led a structured review of its foodservice environment with assistance from other experts. Improvements, many resulting from this analysis, include opening a new serving area, working with vendors to implement healthier choices, and implementing a new menu with healthier and more nutrient-dense options. This work culminated in the launch of a project to remove sugary beverages from all Eastern Maine Medical Center foodservice environments, which is expected to be complete in early 2018.
Partners engaged	Eastern Maine Medical Center partnered with the following entities on this priority: <ul style="list-style-type: none"> • EMHS Community Health • Miller Drug • Foodservice Vendors • Local farmers
Highlights	Eastern Maine Medical Center Food & Nutrition successfully evaluated its main cafeteria and made several changes to improve access to and appeal of healthier options.
Outcome Measure	1 site (cafeteria)
Project lead	Valerie Langbein, Director, Nutrition Services Paul Wetherbee, Associate Director, Nutrition Services
Next Steps	<i>This community health improvement plan was successfully completed and will not carry over to FY 8, but the work completed will help Food & Nutrition identify and complete improvement opportunities in the future.</i>

Fiscal Year 2018

Progress report to our community

Addressing community health needs



Progress report update

FY 2018 Progress Report

Priority #1: Substance use disorder

Objective: By October 1, 2018, 35% of post-procedure prescriptions for acute pain will be 24 tablets or less in all Northern Light Eastern Maine Medical Center service groups and 100% of all prescriptions for acute pain will be for seven days or less.

Status: In progress

Approaches taken and resources used: In fiscal year 2018 (FY18), Northern Light Eastern Maine Medical Center achieved the goals stated through education both formal and informal. Metrics were presented to services on a monthly basis.

Partners engaged: Northern Light Eastern Maine Medical Center partnered with the following entities on this priority:

Chiefs of service, hospital leadership, and performance improvement

Highlights: In FY18, Northern Light Eastern Maine Medical Center achieved success however this was a very labor intense process to find where our baseline was and then to continue to monitor. We hope to partner with the Maine Prescription Monitoring Program to assist in more accurate and timely data collection.

Outcome Measure: In FY18, the outcome measure for this objective achieved by Northern Light Eastern Maine Medical Center was 35% of post-admission prescriptions for acute pain was 24 tablets or less in all EMMC service groups and 100% of all prescriptions for acute pain was for seven days or less.

Project Lead: James Jarvis, MD, FAAFP

Next Steps: In fiscal year 2019 (FY19), Northern Light Eastern Maine Medical Center hopes to bring this same metric to the provider level in an accurate and timely fashion. We will continue to monitor and educate providers.

FY 2018 Progress Report

Priority #2: Obesity

Objective: Remove all beverages that have 40 or more calories per serving from all Northern Light Eastern Maine Medical Center State Street campus-based foodservice and retail environments on January 1, 2018 (includes our café, Northern Light Pharmacy, Lori's Gifts, and vending machines).

Status: Foundational work started

Approaches taken and resources used: In FY18, Northern Light Eastern Maine Medical Center:

- Inventoried the locations sugary beverages are available on the State Street campus
- Reached agreements with Lori's Gifts and Northern Light Pharmacy, Riverside to participate in the project to eliminate sugary beverages from the State Street Campus
- Worked with vendors to determine appropriate substitutes for sugary beverages

Partners engaged: Northern Light Eastern Maine Medical Center partnered with the following entities on this priority:

- Lori's Gifts
- Miller Drug Riverside
- Pepsi Corp
- Casco Bay Vending
- Northern Light Eastern Maine Medical Center's employee wellness committee

Highlights: In FY18, Northern Light Eastern Maine Medical Center created the action plan necessary to implement the plan to remove sugary beverages from the State St campus.

Outcome Measure: In FY18, the outcome measure for this objective achieved by Northern Light Eastern Maine Medical Center was creating the action plan necessary to achieve the outcome.

Project Lead: Valerie Langbein, director of Food and Nutrition Services

Next Steps: In FY19, Northern Light Eastern Maine Medical Center will implement the action plan to remove all beverages that have 40 or more calories per serving from all of its State Street campus-based foodservice and retail environments.

FY 2018 Progress Report

Priority #3: Health literacy

Objective: Increase the number of referrals from Northern Light Eastern Maine Medical Center to Literacy Volunteers of Bangor from 11 total referrals in FY17 to 15 referrals in FY18.

Status: Completed

Approaches taken and resources used: In FY18, Northern Light Eastern Maine Medical Center expanded our communication regarding Literacy Volunteers to the Emergency Department; Northern Light Cardiology, Bangor; internal employee referrals; human resources; and our employee assistance program partner. We highlighted our efforts on the news and through online outlets.

Partners engaged: Northern Light Eastern Maine Medical Center partnered with the following entities on this priority:

- Literacy Volunteers of Bangor
- Fox News Bangor
- WorkForce Performance Solutions
- Northern Light Eastern Maine Medical Center's Community Relations team

Highlights: In FY18, Northern Light Eastern Maine Medical Center supported Literacy Volunteers in achieving more than 50 additional referrals than the previous year.

Outcome Measure: In FY18, the outcome measure for this objective achieved by Northern Light Eastern Maine Medical Center was more than 50 additional referrals to Literacy Volunteers of Bangor.

Project Leads: Donna Ashe, director, Medical Group; Victoria Merry, director, Patient Experience; Kris Currier, Community Relations; and Medical Group practice managers and directors

Next Steps: In FY19, Northern Light Eastern Maine Medical Center will continue to partner and look for ways to better quantify referrals directly from our medical center. We will spread our communication efforts across Northern Light Health and strengthen our partnership with our care management resources.

FY 2018 Progress Report

Systemwide Priority: Opioid harm reduction – provider education

Objective: By December 31, 2018, increase to 100% the number of hospital-employed providers that prescribe opioids who receive education required by Maine’s opioid prescribing law (LD 1646, An Act to Prevent Opiate Abuse by Strengthening the Controlled Substances Prescription Monitoring Program). (Note that in FY17, EMMC’s goal was to ensure this was complete in the primary care setting. In FY18, this CHIP expands to include all prescribers)

Status: In progress

Approaches taken and resources used: In FY18, Northern Light Eastern Maine Medical Center provided free education to all providers regarding pain management and opioid prescribing. This was done through various venues.

Partners engaged: Northern Light Eastern Maine Medical Center partnered with the following entities on this priority:

- Maine Medical Association

Highlights: In FY18, all providers employed by Northern Light Eastern Maine Medical Center who were required by law completed this training.

Outcome Measure: In FY18, the outcome measure for this objective was achieved by Northern Light Eastern Maine Medical Center.

Project Lead: James Jarvis, MD, FAAFP

Next Steps: In FY19, Northern Light Eastern Maine Medical Center will maintain the number of provider sites providing patient education materials surrounding prescription drug safety.

FY 2018 Progress Report

Systemwide Priority: Healthy food access – healthier hospital foodservice

Objective: Reformulate three recipes to improve the nutritional content of food options offered at foodservice venues (cafeteria, vending, catering), U.S. DHHS and CDC’s Health and Sustainability Guidelines for Federal Concessions and Vending Operations Guidelines* by September 30, 2018.

Status: Completed

Approaches taken and resources used: In FY18, Northern Light Eastern Maine Medical Center tested new recipes featuring healthy ingredients and sold them in the Maine Café throughout the summer.

Partners engaged: Northern Light Eastern Maine Medical Center partnered with the following entities on this priority:

- PFG Northcenter

Highlights: Customer feedback was very positive and the new items were offered on multiple occasions.

Outcome Measure: In FY18, the healthy, new items were offered at one site (Maine Café) and approximately 1800 customers purchased the items.

Project Lead: Valerie Langbein, director of Food and Nutrition Services

Next Steps: In FY19, Northern Light Eastern Maine Medical Center will continue to offer healthier food choices in the Maine Café.

Fiscal Year 2019

Progress report to our community

Addressing community health needs



Northern LightSM
Eastern Maine Medical Center

Progress report update

FY 2019 Progress Report

Priority #1: Substance use disorder

Objective: By September 30, 2019, 35% of in-patient prescriptions at discharge for acute pain will be 24 tablets or less in all Eastern Maine Medical Center service groups and 100% of all prescriptions for acute pain will be for seven days or less.

Status: Completed

Approaches taken and resources used: In fiscal year 2019 (FY19), Northern Light Eastern Maine Medical Center continued education of its providers and worked with the Maine Prescription Monitoring program to get provider-specific data available to the chief medical officer.

Partners engaged: Northern Light Eastern Maine Medical Center partnered with the following entities on this priority:

Maine Prescription Monitoring Program

Highlights: In FY19, Northern Light Eastern Maine Medical Center exceeded their target goal of 35%.

Outcome Measure: In FY19, the outcome measure for this priority's objective achieved by Northern Light Eastern Maine Medical Center was 81% at all nine service groups.

Project Lead: James Jarvis, MD, FAAFP, Senior Physician Executive

Next Steps: In fiscal year 2020 (FY20), Northern Light Eastern Maine Medical Center will continue this work outside of this specific priority reporting. During the next three years, we plan to focus on our chosen priority areas of work within our 2019 Community Health Strategy.

FY 2019 Progress Report

Priority #2: Obesity

Objective: Remove all beverages that have 40 or more calories per serving from all State Street hospital campus-based foodservice and retail environments on January 1, 2019 (includes The Maine Café, Riverview Café, Miller Drug, Lori's Gifts, and vending machines).

Status: Foundational work started

Approaches taken and resources used: In FY19, Northern Light Eastern Maine Medical Center performed the foundational work on this initiative, which is becoming a cornerstone for a larger healthcare system initiative under the "Real. Easy. Good." program.

Partners engaged: Northern Light Eastern Maine Medical Center partnered with the following entities on this priority:

Northern Light Health Home Office and other member organizations

Highlights: In FY19, Northern Light Eastern Maine Medical Center developed a process to remove all beverages that have 40 or more calories per serving. This fostered awareness across the healthcare system to focus on reducing sugary beverages for the better health and well-being of our staff.

Outcome Measure: In FY19, Northern Light Eastern Maine Medical Center focused on developing a future plan to align and educate staff and our community about the health risks of sugary beverages which will emphasize the "Real. Easy. Good." program that will be implemented in FY20.

Project Lead: Valerie Langbein, Director of Food and Nutrition Services

Next Steps: In FY20, Northern Light Eastern Maine Medical Center will focus on food insecurity to better meet the needs of our community and staff, as directed under our 2019 community health strategy.

FY 2019 Progress Report

Priority #3: Health literacy

Objective: Expand the health literacy program to two additional Northern Light Eastern Maine Medical services: Inpatient and Cancer Care of Maine (CCOM) care managers and social workers by offering health literacy services through their one-on-one patient interactions by the end of FY19.

Status: Completed

Approaches taken and resources used: In FY19, Northern Light Eastern Maine Medical Center partnered with Literacy Volunteers of Bangor to provide in-person education to our financial counselors, care management, and Northeast Cardiology's care managers. Brochures were distributed to 100% of inpatients in every "hospital to home" packet and the brochures are in every primary care practice. All materials, including hospital signage, have been updated to reflect the new brand.

Partners engaged: Northern Light Eastern Maine Medical Center partnered with the following entities on this priority:

Literacy Volunteers of Bangor

Highlights: In FY19, the financial counselors, care management, and Northeast Cardiology's care managers were trained in health literacy services. Brochures were distributed to 100% of inpatients in every "hospital to home" packet and the brochures are in every primary care practice. All materials, including hospital signage, have been updated to reflect the new brand. A secondary benefit to the in-person meetings was an opportunity on re-education for our interpreter services and available resources.

Outcome Measure: In FY19, Northern Light Eastern Maine Medical Center provided material to every inpatient admission through the Hospital to Home packet and educated key roles within the medical center on how to identify and refer patients with low literacy to Literacy Volunteers of Bangor. We plan to continue this through FY20 by focusing on these efforts within our emergency department, primary care, and our home health partners.

Project Lead(s): Tori Merry, Director of Patient Experience, Kris Currier, Specialist of Community Relations and Board President of Literacy Volunteers of Bangor, Care Manager Leaders and Social Worker Leaders for inpatient and Cancer Care of Maine.

Next Steps: In FY20, Northern Light Eastern Maine Medical Center plans to continue this effort by focusing on the emergency department, primary care, and our home health partners.

FY 2019 Progress Report

Systemwide priority: Opioid harm reduction – provider education

Objective: By September 30, 2019, Northern Light Eastern Maine Medical Center will maintain the number of provider sites providing patient education materials surrounding prescription drug safety.

Status: Completed

Approaches taken and resources used: In FY19, Northern Light Eastern Maine Medical Center continued to educate our patients who are on chronic opioid medication to be mindful of the complications and challenges with this medication. Primary Care providers have up to date CME requirements with the State of Maine and are focused on reducing the number of medications available to the community. All seven sites are on a single unified Electronic Health Record platform.

Partners engaged: Northern Light Eastern Maine Medical Center partnered with the following entities on this priority:

Patients, Acadia Behavioral Health Providers, and the Community Health Leadership Board

Highlights: In FY19, Northern Light Eastern Maine Medical Center focused on providing continued opioid education to all EMMC providers. Going forward, we will focus on providing more suboxone treatment for those who need it.

Outcome Measure: In FY19, Northern Light Eastern Maine Medical Center reached 1807 people at all seven primary care sites.

Project Lead: James Jarvis, MD, Senior Physician Executive

Next Steps: In FY20, Northern Light Eastern Maine Medical Center will continue this work outside of this specific priority reporting. During the next three years, we plan to focus on our chosen priority areas of work within our 2019 Community Health Strategy.

FY 2019 Progress Report

Systemwide priority: Healthy food access – healthy hospital food

Objective: Reformulate three recipes to improve the nutritional content of food options offered at foodservice venues (cafeteria, vending, catering), U.S. DHHS and CDC’s Health and Sustainability Guidelines for Federal Concessions and Vending Operations Guidelines by September 30, 2019.

Status: Completed

Approaches taken and resources used: In FY19, Northern Light Eastern Maine Medical Center focused on reformulating numerous recipes and improving the nutritional content of food options offered at foodservice venues.

Partners engaged: Northern Light Eastern Maine Medical Center partnered with the following entities on this priority:

Northern Light Eastern Maine Medical Center’s workplace diversity workgroup, and dietitians and Northern Light Mercy Hospital.

Highlights: In FY19, Northern Light Eastern Maine Medical Center created over 12 healthy recipes, which exceeded our initial goal of three recipes.

Outcome Measure: In FY19, Northern Light Eastern Maine Medical Center reformulated 12 healthy recipes while serving 10,000+ people weekly at four locations.

Project Lead: Valerie Langbein, RD, Director, Food and Nutrition

Next Steps: In FY20, Northern Light Eastern Maine Medical Center will focus on food insecurity to better meet the needs of our community and staff, as directed under our 2019 community health strategy. We will continue to create healthy recipes outside of this progress reporting.

Conclusion

Northern Light Eastern Maine Medical Center 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.