

# Community Health Strategy

## Acadia Hospital

Addressing Community Health Needs

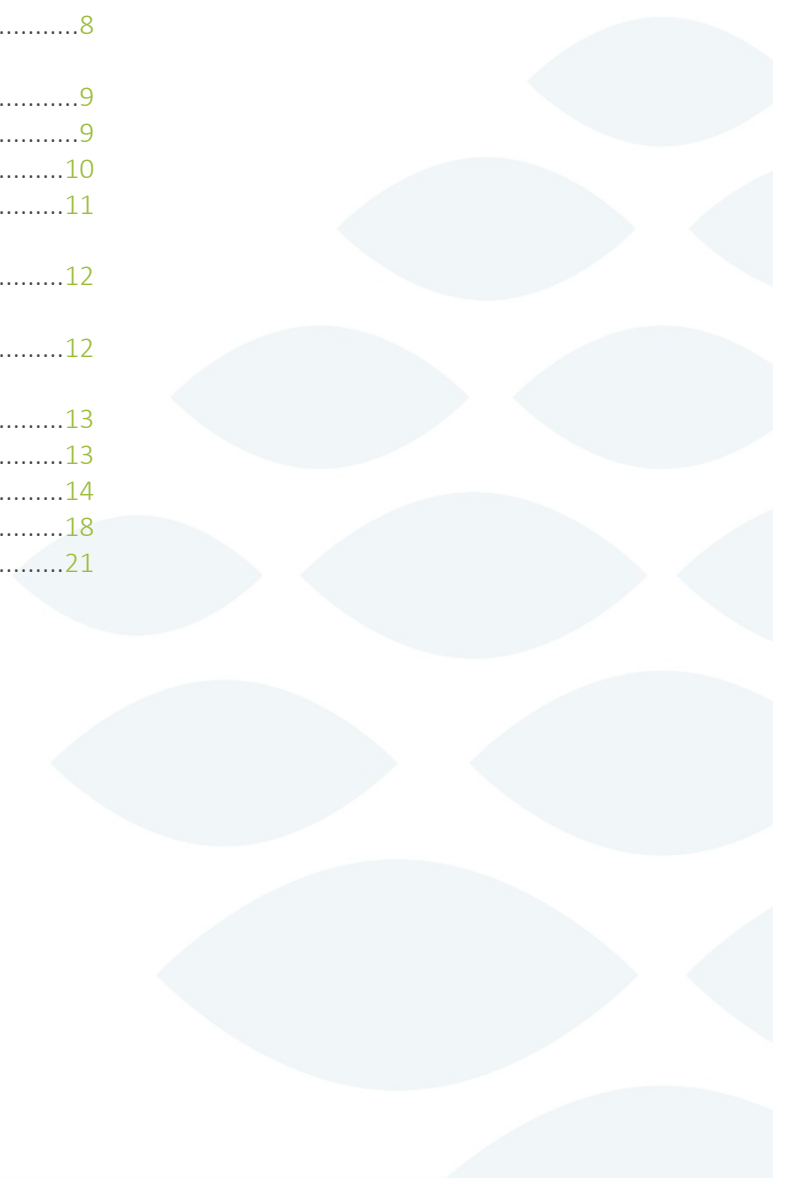
Fiscal Year 2023-2025



Northern Light Health<sup>SM</sup>

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## Letter from the President and Board Chair

We believe in providing Mainers with what they truly deserve—the absolute best in healthcare. This means actively engaging in our communities and working with partners to reduce external barriers that may prevent our neighbors from living their healthiest life.

Every three years, through the Maine Shared Community Health Needs Assessment (CHNA), Northern Light Health collaborates with Central Maine Healthcare, MaineGeneral Health, MaineHealth, and the Maine Center for Disease Control and Prevention to work with local organizations to engage communities to help identify priority health needs through a statewide assessment of community health needs. The data collected informs our community health improvement strategy for the next three years, resulting in this Community Health Strategy report—our road map towards building healthier, thriving communities. Within, you will find our identified data-driven areas of priority, rationale for each selected area, and intended actions to address the need.

We hope that you will take a moment to review the content within and please reach out with any questions or ideas you may have at [communitybenefits@northernlight.org](mailto:communitybenefits@northernlight.org). We believe Maine will become one of the healthiest states in the nation, but that starts with collaboration and a shared conviction that we can make a difference. By addressing priority areas of need, breaking down barriers, and promoting health equity for all Maine people, we are well on our way towards a brighter future.



Kara Hay, MA  
Chair, Board of Trustees  
Northern Light Acadia Hospital



Scott A. Oxley, MBA  
President, Northern Light Acadia Hospital  
Senior Vice President, Northern Light Health

# Introduction

Northern Light Health and our more than 12,000 employees care deeply about our neighbors and communities. Our 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 Acadia 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 Acadia 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. Our more than 12,000 team members are committed to making healthcare work for you: our patients, communities, and employees.

We provide care to people from Portland to Presque Isle and from Blue Hill to Greenville. We are comprised of ten member hospitals and 585 long-term beds, a single physician-led medical group, eight nursing homes, six emergency transport members, and 41 primary care locations.

## About Northern Light Acadia Hospital

Northern Light Acadia Hospital is more than a hospital; we are a hub for behavioral and mental health services and expertise throughout Maine.

Our Mission: To empower people to improve their lives.

Our Vision: To be the psychiatric provider of choice.

Our Values: Compassion, Accountability, Integrity, Respect

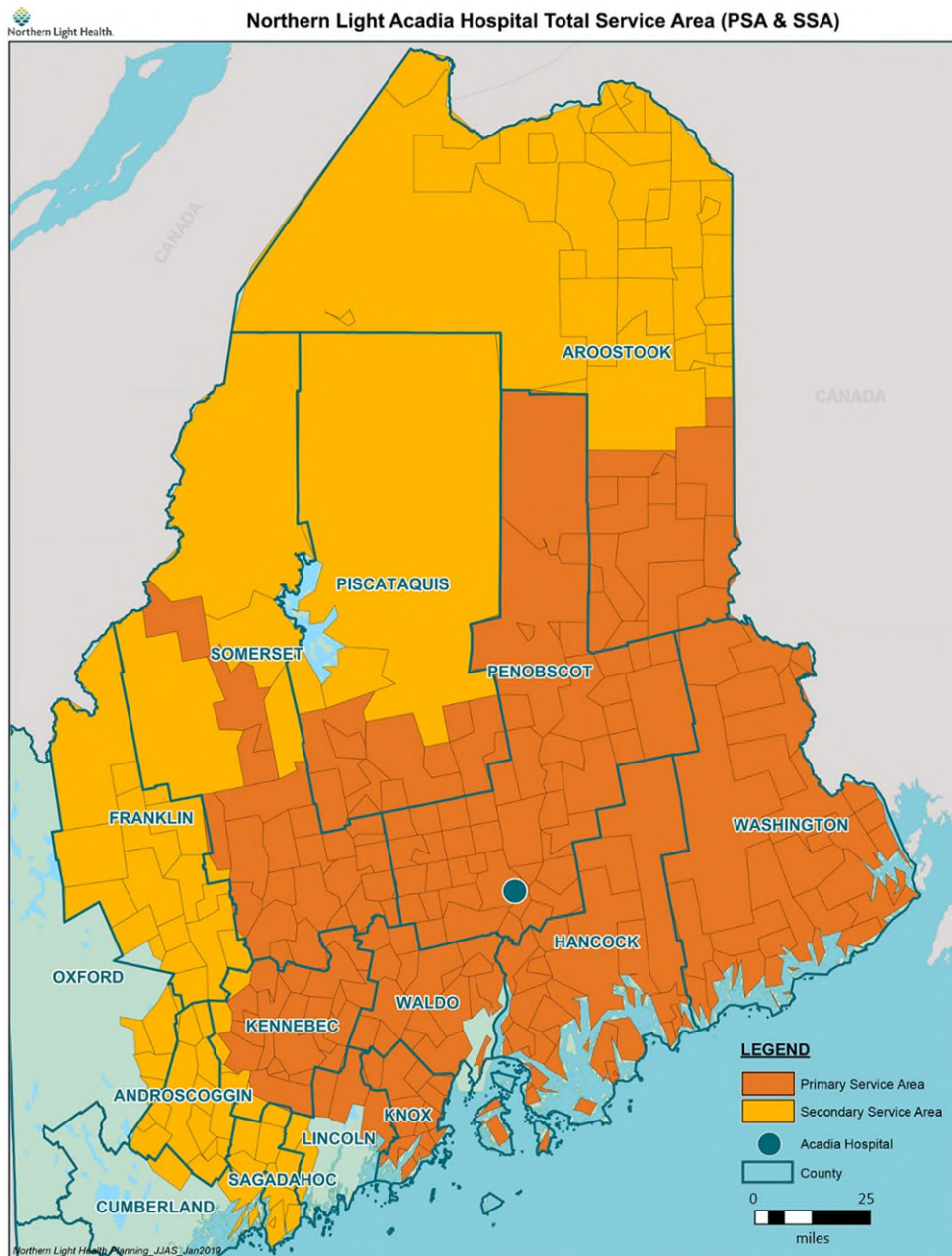
The care we provide to our patients is rooted in compassion and respect. A 100-bed, acute care, short-stay psychiatric hospital, we provide a full continuum of mental and behavioral health services for children, teens, and adults. Our interdisciplinary care teams work closely together to wrap our patients with the comprehensive care they deserve.

We meet patients where they are whether in our offices or virtually from the comfort of their home through tele-health; Acadia makes patient access easy. Acadia Hospital's services reach deep into our communities through many specialized programs including our Behavioral Health Home, Opioid Health Home, military veteran programming, Integrated Behavioral Health in primary care practices, and school-based clinician services.

Beyond these programs, we're strong advocates for the advancement of behavioral and mental health through our partnerships with the Yellow Tulip Project, our award-winning Acadia CARES program, LGBTQ+ advocacy, and much more.

## Definition of Community Served

Located in Bangor, Maine, Northern Light Acadia 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. Northern Light Acadia Hospital patients are community members from the following counties; Androscoggin, Aroostook, Cumberland, Franklin, Hancock, Kennebec, Knox, Lincoln, Oxford, Penobscot, Piscataquis, Sagadahoc, Somerset, Waldo, Washington, and York.



DEMOGRAPHIC DATA	PENOBSCOT		STATE
	Percent	Number	Percent
American Indian/Alaskan Native	1.3%	1,910	0.7%
Asian	1.0%	1,492	1.1%
Black/African American	0.9%	1,291	1.6%
Native Hawaiian or Pacific Islander	0.0%	58	0.0%
White	94.5%	143,465	94.0%
Some other race	0.3%	462	0.4%
Two or more races	2.0%	3,096	2.1%
Hispanic	1.4%	2,061	1.7%
Non-Hispanic	98.6%	149,713	98.3%
Population	151,774		1,344,212
Veterans	9.1%		9.6%
Gay, lesbian, and bisexual (high school students)	11.7%		12.4%
Gay, lesbian, and bisexual (adults)	3.7%		3.5%
Transgender youth (high school students)	1.4%		1.6%
Persons with a disability	19.0%		16.0%

### SOCIAL DETERMINANTS OF HEALTH

	Penobscot	State
Median household income	\$50,808	\$57,918
Unemployment rate	5.4%	5.4%
Individuals living in poverty	14.8%	11.8%
Children living in poverty	13.9%	13.8%
65+ living alone	29.4%	29.0%

*For the purpose of this strategy, Northern Light Acadia Hospital presents data from Penobscot County, where our hospital is located, and from the state, as our patients come from all 16 counties.*

## Addressing Community Health Needs

### Shared Community Health Needs Assessment

In 2022, Maine’s four largest healthcare systems – Northern Light Health, Central Maine Healthcare, MaineGeneral Health, and MaineHealth – as well as the Maine Center for Disease Control and Prevention 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 perspective on a broad set of health issues in Maine.

The Shared CHNA data was made widely available to the public, as county-level community engagement forums were held across the state, gathering additional feedback on priority issues and opportunities for community health improvement. New this cycle was an expanded effort to reach those who may experience systemic disadvantages and therefore experience a greater rate of health disparities. Two types of outreach were piloted in this effort. One effort included nine community sponsored events hosted by organizations having statewide reach representing the following communities: Black or African Americans; people who are homeless or formerly homeless; older adults;

people who are deaf or hard of hearing; people who define themselves or identify as lesbian, gay, bisexual, transgender, and queer and/or questioning (LGBTQ+); people with a disability; people with a mental health diagnosis; people with low income; and youth. In addition to these events, 1,000 oral surveys were conducted in collaboration with eight ethnic-based community organizations' community health workers in order to better reach Maine's immigrant population. These reports and the community input received are fundamental to achieving our goal of being a trusted and valued partner to improve the health of the people and communities we serve.

Results of the 2022 Shared CHNA along with community input were used to inform the development of this three-year Community Health Strategy by Northern Light Acadia 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, district public health liaisons, 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 Acadia Hospital.

Northern Light Acadia 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

As a member of a partnering healthcare system in the Maine Shared Community Health Needs Assessment (Shared CHNA) effort, Northern Light Health's Community Health Council recognized the value, reach, and influence of aligned engagement efforts with a shared purpose. Review of the county CHNA forum priority voting revealed that mental health, social determinants of health, and substance use were among the top four priorities in almost every county CHNA forum. These three priority areas were adopted as shared priorities where Northern Light Health member organizations would engage in common strategy to achieve greater statewide effect.

Northern Light Acadia Hospital's community health strategy was developed to include our systemwide shared priority areas of work reflecting upon the quantitative health profile indicators and qualitative prioritization derived from the Shared CHNA's community engagement process. We also considered local readiness and capacity to address these needs in partnership with our local communities. Our planning team included representatives with knowledge and insight of the communities we serve.

Members of Acadia Hospital's Community Health Strategy team included:

- Scott Oxley, President, Northern Light Acadia Hospital and SVP, Northern Light Health
- Dr. John Campbell, Senior Physician Executive
- Rick Redmond, AVP, Community Partnerships and Behavioral Health Service Line
- Brent Scobie, VP, Clinician Services and Quality
- Jesse Higgins, Director, Integrated Behavioral Health
- Jamilyn Murphy-Hughes, Director, Consultation Services
- Angela Fileccia, Director, Healthy Life Resources
- Bethany Mitchell, Director, Community Care Services
- Jackie Cyr, Director, Substance Abuse Services

In addition, input was sought from the greater Bangor Community Health Leadership Board (CHLB) in order to align community health improvement efforts. The Greater Bangor CHLB is a collaborative partnership of local public health, healthcare and human service organizations who work together to ensure the overall health and wellbeing of communities in Eastern and Central Maine.

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

- Shared CHNA prioritization: How the health priority rank in the Shared CHNA
- Systemwide priority areas of work as determined by the Community Health Council
- Health equity: Which populations are disproportionately affected by the priority's area of focus; which populations may be experiencing unique barriers to resolve the issue; and what data or themes emerged from the CHNA Forums and County Health Profile that reinforce selecting one or more populations of focus
- 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 Acadia Hospital experts and local partnership experts in various priority areas
- Feasibility: Northern Light Acadia Hospital has the ability to have an effect given the community benefit resources available

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

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

## Evaluation Efforts

Northern Light Acadia 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 effect. 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](mailto:communitybenefits@northernlight.org) with feedback on this report.

## Approval from Governing Board

Northern Light Acadia 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 April 27, 2022.



# Selected Priorities of Focus

## Priority 1: Mental Health (also referred to as Behavioral Health)

### Rationale

Mental health conditions, including depression, 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. Mental health can affect an individual's ability to practice good health behaviors and seek care or resources when needed. 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. Lastly, the COVID-19 pandemic has pushed demand for mental health services to an all-time high.

Northern Light Acadia Hospital's Community Health Strategy team recognizes that addressing mental health needs is a priority for our community with a focus on health equity especially for those who may be experiencing health disparities. There are substantial local community assets and Acadia Hospital 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 actions to address the need

Educate and empower others to recognize, support and respond to mental and behavioral health needs of children. Partner with schools and other community organizations to ensure children and their families have improved access to mental health prevention, early intervention, and treatment services.

Activities to include:

- Deploying evidence-informed tools and resources to build resiliency and strengthen social supports for children and youth:
  - Provide trained Acadia personnel to lead Mental Health First Aid training at schools and social service organization, teaching lay people how to recognize and respond to mental health challenges of youth being served
  - Refreshing and then deploying the Acadia CARES (Child-Adolescent Resource and Education Series) tools and resources for Maine schools, youth service organizations, and the public at large
  - Creating and deploying Acadia RACES (Responding to Adverse Childhood Experiences) videos and curricular for schools, social service agencies, and healthcare organizations
- Advancing student-based health and mental health services in schools by expanding student-based mental health center partnerships. Encouraging and supporting school-based health centers including provision of free, asynchronous psychiatric consultations for school-based health centers

### Anticipated impact of these actions/expected outcomes

Schools and other organizations will be better equipped to support youth with mental health conditions by understanding stigma, childhood trauma and childhood mental health conditions and by gaining prevention, early detection, and referral skills. More schools will have embedded behavioral health personnel and medical personnel with embedded behavioral health supports.

## Programs and resource allocation

Acadia will produce and then deploy CARES 2.0 and RACES widely throughout Maine. At least ten Acadia team members will become mental health first aid trainers and will deploy to schools and other organizations to train lay staff. Acadia will provide asynchronous consults to a wide network of pediatric and primary care organizations across Maine.

## Planned collaborations

Partnerships will include schools, social service organizations, pediatricians, and primary care providers (including Federally Qualified Health Centers, Rural Health Centers, and Native American tribes) that treat the pediatric population.

## Population of focus

Children and adolescents will be the focus with a strong emphasis on supporting those who work with these youth (teachers, case managers, healthcare providers and staff). These programs will consistently include information on the special needs of and resources for vulnerable populations such as LGBTQ and impoverished youth.

## Priority: 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 and affordable housing, reliable transportation, access to healthcare services, and food security. 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 a person's social and environmental factors.

Northern Light Acadia Hospital's Community Health Strategy team has identified Social Determinants of Health as a priority need for our community with a focus on health equity, especially for those who may be experiencing health disparities. There are substantial local community assets and Acadia 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 Northern Light Health.

### Intended action to address the need

Connect patients with community resources they need to improve health and well-being. Partner with communities to improve equitable access to social supports, community resources, and healthcare services.

Activities to include:

- Partnering with community-based organizations to secure, distribute and otherwise connect resources to patients that have identified as being in need through Social Determinant of Health screening
- Participating in distribution of food bags to Acadia patients identifying as in immediate need of food as well as maintaining a referral system to a wide variety of community programs that address food insecurity
- Providing and supporting cultural competency training, trauma-informed care training to support sensitive and caring delivery of Social Determinant of Health screening and referral processes
- Participating in community-based initiatives to increase availability of housing, transportation, and other resources for people who are vulnerable

### Anticipated impact of these actions/expected outcomes

Taking care of basic human needs to help patients be better able to then focus on their overall health needs. Detection of Social Determinants of Health factors will be more quickly identified, and resources provided more readily. The food bag distribution and referral program will bring some relief of hunger for patients in immediate need.

### Programs and resource allocation

Ongoing investment in our digital resources from online community resource information to improved screening tools within our electronic health record. Staff and space resources dedicated to Acadia's food bag distribution program. Participation in community efforts to address social resources for vulnerable populations.

### Planned collaborations

Partnership with Good Shepherd Food Bank for food bag distribution program and broader referral services to address food insecurity. Relationships with more than 25 food pantries in the community.

### Population of focus

Many of Acadia Hospital's patients live in poverty or otherwise struggle to ascertain basic resources. They are often reliant upon vital services such as food pantries, public housing, and public transportation. Many are homeless.

## Priority: Substance Use

### Rationale

Substance use, including opioids, alcohol, tobacco, and other drugs, have a major influence on individuals, children, other family members, 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.

Northern Light Acadia Hospital's Community Health Strategy team determined it was feasible to address this need with a focus on health equity, especially for those who may be experiencing health disparities. There are substantial local community assets and Acadia 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

Improve pathways to prevention, treatment, and recovery for individuals with substance use disorders. Leverage community partnerships to reduce barriers and improve access to and availability of substance use prevention, treatment, recovery, and harm reduction services. Optimize relationships with partners who can help us engage effectively with populations in need.

Activities to include:

- Aligning efforts with the Bangor Community Health Leadership Board (CHLB) to promote greater service access and opioid overdose mitigation strategies
- Developing and deploying training for primary care providers and office staff on substance use disorder destigmatization and trauma-informed care to increase engagement in substance use screening, intervention and referral and the delivery of Medication Assisted Treatment

- Strengthening linkages between community partners and Northern Light Health primary care and hospital-based services for promotion of recovery coaches within care settings; connection of patients with recovery resources and community recovery centers and activation of emergency department Medication Assisted Treatment rapid access services
- Supporting integrated care models for pregnant or parenting people and substance-exposed infants, including the Maine Maternal Opioid Misuse (MOM) grant

### Anticipated impact of these actions/expected outcomes

Greater access to substance use disorder services within primary care for earlier detection, intervention, and referral ultimately reducing overdose deaths and other negative consequences of substance misuse. Improved access to community recovery resources and programs to improve recovery rates.

### Programs and resource allocation

Dedicating Acadia personnel to train primary care providers and staff and to participate in workflow improvement exercises with hospitals on rapid access programs. Acadia to serve as a subject matter and treatment hub for the primary care spokes where patients often receive Medication Assisted Treatment and other services for substance use disorders, including opioid use disorders.

### Planned collaborations

Collaboration with the Community Health Leadership Board on a community-wide approach to substance use disorder prevention and intervention. Partner with community recovery centers and programs that train and deploy recovery coaches such as the Bangor Area Recovery Network (BARN).

### Population of focus

Multiple vulnerable populations are over-represented with substance use disorders including people in poverty and the uninsured.

## Health Priorities Not Addressed

Northern Light Acadia Hospital considered all priorities identified in the Shared CHNA, as well as other sources, through an extensive review process. Priorities not selected, due to a variety of reasons are listed below:

- Access to care: Access to care was not selected as an independent priority of focus as many of our efforts identified in our strategy are connected to access issues. In addition, our hospital has current initiatives that are ongoing and part of our continual mission to improve access to care such as provider recruitment, engagement of navigators or the equivalent, and other efforts that support this priority.

## Conclusion

Northern Light Acadia 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 Acadia Hospital will engage in another Shared CHNA in 2025 and looks forward to ongoing community participation in these important efforts.

# Appendix

## Evaluation of Impact

Progress report on selected priorities from Northern Light Acadia Hospital's last (2019) Community Health Needs Assessment.

Northern Light Health and Northern Light Acadia Hospital are committed to promoting a culture of community stewardship and partnering together with community stakeholders to address high priority health issues. 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 Acadia Hospital to address community health priorities adopted in 2019.

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 Fiscal Year 2020
- Progress Report to Our Community Fiscal Year 2021
- Progress Report to Our Community Fiscal Year 2022

For additional information, visit <https://northernlighthealth.org/2019-Community-Health-Strategy>

Fiscal Year 2020

# PROGRESS REPORT TO OUR COMMUNITY

Addressing community health needs



  
**Northern Light**<sup>SM</sup>  
Acadia Hospital

# Progress report update

## FY 2020 Progress Report

### Priority #1: Social determinants of health

**Objective:** Increase the number of patients screened for food insecurity and referred to community resources from zero to 150 by 9/30/20.

**Status:** In progress

**Strategy to achieve the objective (approaches taken, and resources used):** In fiscal year 2020 (FY20), Northern Light Acadia Hospital gained access to the Northern Light Food Insecurity Screening in Cerner, our electronic medical record, and initiated its use across pediatric and adult inpatient and outpatient treatment programs. Providers were instructed on its use, and it was built into the admission evaluation workflow.

**Highlights:** In FY20, Northern Light Acadia Hospital increased the visibility of food insecurity among its patient population and has helped to inform a developing collaboration between Acadia and the Good Shepherd Food Bank which will begin in fiscal year 2021 (FY21).

**Outcome measure:** In FY20, Northern Light Acadia Hospital conducted 1,324 food insecurity screenings. A total of 130 of those (9.8%) were positive. We do not have data on referrals made as a result of the screening results as this was added to the food insecurity report as of August 2020 but will be tracking this in FY21.

**Project lead:** Brent Scobie, PhD., LCSW, Vice President of Clinician Services and Quality

**Next steps:** In FY21, Northern Light Acadia Hospital continue to conduct Food Insecurity screenings, adding information about referrals made to services and partnering in more depth with Good Shepherd Food Bank.

### Priority #2: Substance use

**Objectives:** Increase the number of community members able to access an existing primary care Medication-Assisted Treatment option (MAT) and increase the Northern Light Acadia Hospital daily dosing Suboxone program from 50 to 100 people by 9/30/20.

**Status:** In progress

**Strategy to achieve the objective (approaches taken, and resources used):** In FY20, Northern Light Acadia Hospital continued to expand our collaboration on issues of Medication-Assisted Treatment by working with Dr. Billings-Lindsey, who oversees primary care for Northern Light Eastern Maine Medical Center (to start) along with leaders in the Emergency Department at EMMC. The primary care provider office collaborative focus will be on supporting the providers with patients prescribed Suboxone for MAT. We are providing expertise resources as well as an option to refer high risk patients needing stability to Acadia.

**Partners engaged:** Northern Light Acadia Hospital partnered with the following entities on this priority:  
Northern Light Eastern Maine Medical Center Emergency Department  
Northern Light Eastern Maine Medical Center Primary Care – Dr. Billings-Lindsey

**Highlights:** In FY20, Northern Light Acadia Hospital has been widening the array of understanding of the depth and breadth of services our Opioid Health Home (OHH)/daily dosing Suboxone program offers to other non-Northern Light agencies within the greater Bangor region.

**Outcome measures:** In FY20, Northern Light Acadia Hospital we had 73 unique suboxone daily dosing patients come through our doors to receive substance use disorder treatment. The collaboration with primary care offices for MAT, while new, is expected to grow and expand to other Northern Light primary care offices.

**Project lead:** Ann Soule, LCPC, Director, Adult Services

**Next steps:** In FY21, Northern Light Acadia Hospital will cement the collaborative foundation with the primary care offices for MAT. With the support of Jesse Higgins, our Liaison with Northern Light primary care provider offices, we will expand the work done with EMMC to other Northern Light primary care offices providing suboxone for MAT. We will also continue to strengthen our collaboration with Northern Light EMMC Emergency Department

### Priority #3: Mental Health

**Objective:** Acadia Hospital will increase the number of CARES packages distributed from zero to 650 by 9/30/20.

**Status:** In progress

**Strategy to achieve the objective (approaches taken, and resources used):** In FY20, Northern Light Acadia Hospital continued to provide outreach, training, and technical assistance to school districts and organizations all across Maine using the Acadia CARES series and curriculum. Through partnerships with school providers, media outlets, community groups, and other stakeholders, we were able to spread the word about this series and build excitement and enthusiasm.

**Partners engaged:** Northern Light Acadia Hospital partnered with the following entities on this priority:

- Over 20+ statewide school districts
- Other community organizations and stakeholder groups such as:
  - Northern Light Health member organizations
  - The University of Maine
  - Maine Child Welfare Education
  - Adoptive and Foster Families of Maine
  - GEAR Parent Network
  - Community Compass
  - Maine Children’s Trust

**Highlights:** In FY20, Northern Light Acadia Hospital successfully brought our expertise and assistance to schools, teachers, support staff, and agency staff during the incredibly challenging time of COVID-19. During



the last 6 months of FY20 (and through the time of this report), kids and families have experienced significant emotional challenges associated with the coronavirus global pandemic. Isolation, grief and loss, anxiety, and disruptions to routine (among other things) are prevalent. Our strategy has been to make ourselves as available as possible to support youth and families AND the teams from schools and provider agencies who care for them.

**Outcome measure:** In FY20, Northern Light Acadia Hospital partnered with approximately 15 school districts (over 25 individual buildings) to provide support, professional development, coaching, and clinical services. While we do not know the total number of students represented by these 25+ schools, the possible number of students reached is around 100,000. Additionally, Acadia tracked requests and distributions of CARES Packages. In total, over 230 organizations and schools across Maine (and the nation) received the package. Our outcome goals continue to maximize exposure to our CARES material and our local experts.

**Project lead:** Chris McLaughlin, AVP, Community and Pediatric Services (NL Acadia Hospital)

**Next steps:** In FY21, Northern Light Acadia Hospital plans to continue our outreach efforts using the CARES curriculum and to provide needed supports to schools and organizations related to the impact of COVID-19 and the associated civil emergency in place. Our team has submitted for financial assistance through state and national grant funders so we can expand on this work. It is our hope to publish a CARES version 2 (with updated materials) as well as develop a follow-up video series to the now award-winning CARES program.

## Conclusion

Northern Light Acadia Hospital continues work on identified priorities through its 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.

Fiscal Year 2021

# PROGRESS REPORT TO OUR COMMUNITY

Addressing community health needs



Northern Light<sup>SM</sup>  
Acadia Hospital

# Progress report update

## FY 2021 Progress Report

### Priority #1: Social Determinants of Health

**Objective:** Increase the number of patients screened for food insecurity and referred to community resources from 568 to 1500 by 9/30/21.

**Status:** Completed

**Strategy (approaches taken, and resources used) and highlights from this effort:** In fiscal year 2021 (FY21), Northern Light Acadia Hospital continued to use the food insecurity screening with patients admitted for Acadia services. Positive responses were recorded, and community services discussed based on needs. A total of 99 food bags were distributed and 59 referrals made.

**Partners engaged:** Northern Light Acadia Hospital partnered with the following entities on this priority: Good Shepherd Food Bank

**Outcome measure:** In FY21, Northern Light Acadia Hospital Screened 4,022 individuals for food insecurity as of 9/30/21.

**Project lead:** Brent Scobie, VP, Clinician Services and Quality

**Next steps:** In fiscal year 2022 (FY22), Northern Light Acadia Hospital will distribute 324 food bags to those identified as in need.

### Priority #2: Substance Use

**Objective:** Increase the number of community members able to access an existing Medication-Assisted Treatment (MAT) option for Opioid use through Acadia's Opioid Health Home Program 34 to 50 by 9/30/21.

**Status:** Completed

**Strategy (approaches taken, and resources used) and highlights from this effort:** In FY21, Northern Light Acadia Hospital worked to continue building and deepening connections as well as working relationships with Integrated Behavioral Health programs, Northern Light Eastern Maine Medical Center's emergency department, and other primary care providers.

**Partners engaged:** Northern Light Acadia Hospital partnered with the following entities on this priority:  
Northern Light Eastern Maine Medical Center's emergency department  
Integrated Behavioral Health

**Outcome measure:** In FY21, Northern Light Acadia Hospital exceeded its goal to increase support for those community members working on recovery, reaching 76 individuals in need of substance use services.

**Project lead:** Ann Soule, LCPC, clinical director, Adult Services

**Next steps:** In FY22, Northern Light Acadia Hospital will continue to strengthen our Opioid Health Home program, continue working on strengthening collaborative relationships and working on education. Focus is also on raising understanding of treatment, recovery, relapse prevention, and general expectations of patients.

### Priority #3: Mental Health

**Objective:** Acadia Hospital will increase the number of CARES (Child-Adolescent Resource and Educational Series) packages distributed from 267 to 500 by 9/30/21.

**Status:** In progress

**Strategy (approaches taken, and resources used) and highlights from this effort:** In FY21, Northern Light Acadia Hospital worked to get education and resources out to community stakeholders and partner organizations. In addition to the promotion of CARES and youth behavioral health and wellness topics, Acadia provided training and professional development around issues of COVID, grief/loss, leadership, and self-care/resiliency. We were able to give our CARES Package thumb drive to all participants at the NASW Maine annual conference at the end of September. We also distributed thousands of CARES calendars to staff at Acadia as well as to our school-based clinical services partners in eight districts in Maine.

**Partners engaged:** Northern Light Acadia Hospital partnered with the following entities on this priority:

- Healthy SV
- Northern Light Community Health and Grants
- Northern Light Health Foundation
- Northern Light Inland Hospital
- Northern Light Mayo Hospital
- School-based clinicians in Piscataquis County
- Sebasticook Valley school/community outreach and education

**Outcome measure:** In FY21, Northern Light Acadia Hospital distributed 450 CARES packages to 401 individuals/sites. We estimate that 3,281 individuals received this mental health education.

**Project lead:** Chris McLaughlin, LCSW – Assoc VP, Community and Pediatric Services

**Next steps:** In FY22, Northern Light Acadia Hospital is expanding on this goal to be more comprehensive in our community outreach.

## Conclusion

Northern Light Acadia 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.

Fiscal Year 2022

# PROGRESS REPORT TO OUR COMMUNITY

Addressing community health needs



Northern Light<sup>SM</sup>

Acadia Hospital

# Progress report update

## FY 2022 Progress Report

### Priority #1: Social Determinants of Health

**Objective:** Increase the number of patients screened for food insecurity and referred to community resources from 300 to 324 by 9/30/22.

**Status:** Completed

**Strategy:** In fiscal year 2022 (FY22), Northern Light Acadia Hospital focused on its goal to distribute at least 324 emergency food bags to patients/families. A meeting was held with the Good Shepherd Food Bank (GSFB) director in the spring of 2022 to coordinate orders and to increase Acadia's understanding of GSFB resources. These resources were distributed to all Acadia leaders for use in all programs. An Acadia staff member was assigned to coordinate the food bag distribution and to work with each clinical program to ensure they were aware of the food bags and could access them as needed. Northern Light Marketing and Communications offered support in the way of fliers and internal messaging to boost employee awareness.

**Partners engaged:** Northern Light Acadia Hospital partnered with Good Shepherd Food Bank on this priority.

**Outcome measure:** Northern Light Acadia Hospital conducted 6,254 food insecurity screenings and ordered 386 food bags for distribution thus exceeding its goal by 19%.

**Project lead:** Rick Redmond, AVP, Access and Service Line Development

**Next steps:** In fiscal year 2023 (FY23), Northern Light Acadia Hospital will continue to focus on emergency food bag distribution with a goal to distribute 416 bags (8% increase over prior year).

### Priority #2: Substance Use

**Objective:** Increase the number of individuals treated for Medication-Assisted Treatment via the Opioid Health Home from 35 to 55 by 9/30/22.

**Status:** Completed

**Strategy:** In FY22, Northern Light Acadia Hospital worked to continue building and deepening connections as well as working relationships with Integrated Behavioral Health programs, Northern Light Eastern Maine Medical Center's emergency department, and other primary care providers. Acadia Hospital also developed new community partners with primary care providers from St. Joseph's Hospital, Penobscot Community Health Care (PCHC), and other non-Northern Light providers within an hour's radius of Bangor. We've started conversations with specialty practices including infectious disease, orthopedics, and case management to open avenues of care to early intervention. There is also increased pharmacy collaboration. Collaboration has continued and grown with community partners including The Bangor Area Recovery Network (BARN), Together Place, Infinity House, Discovery House/CTC and New Season.

**Partners engaged:** Northern Light Acadia Hospital partnered with the following entities on this priority:

Northern Light Eastern Maine Medical Center’s emergency department

Integrated Behavioral Health

PCPs from St. Joseph’s Hospital

PCHC

Specialty practices including infectious disease, orthopedics, and case management to open avenues of care to early intervention

Pharmacy collaboration

Community partners growth including The BARN, Together Place, Infinity House, Discovery House/CTC New Season

**Outcome measure:** In FY22, Northern Light Acadia Hospital positively impacted 63 individuals treated with MAT.

**Project lead:** Ann Soule, LCPC, CCS, Program Manager

**Next steps:** In FY23, Northern Light Acadia Hospital will continue the next steps set in 2021 – strengthening and growing our Opioid Home Health (OHH) program, continue strengthening our collaborative relationships and working on education, risk tolerance, and overall skills development. We will continue to focus on raising understanding of treatment and recovery, relapse prevention, and general expectations of patients. As we grow internally, our goal is to support the “no wrong door” approach throughout Northern Light Health on the premise of Trauma Informed Care.

### Priority #3: Mental Health

**Objective:** Increase educational programs to raise awareness, readiness, and access to mental health services from zero to ten by 9/30/22.

**Status:** Completed

**Strategy:** In FY22, Northern Light Acadia Hospital continued to support the community through various trainings geared at strengthening mental health and resiliency. Our programs raised awareness, readiness, and access to mental health services across the entire state. More specifically, the trainings provided skills for identifying and responding to individuals who have experienced trauma, strategies for connecting individuals to resources, and skills for self-care.

**Partners engaged:** Northern Light Acadia Hospital partnered with the following entities on this priority:

#### Northern Light partners

Lakewood

Inland Hospital

Sebasticook Valley Hospital

Mayo Hospital

Beacon Health

Eastern Maine Medical Center

Home Care & Hospice

## Community partners

Bangor Region YMCA  
Penobscot River Educational Partnership (PREP)  
Penquis Community Action Program  
MSAD 52  
Equality Maine  
Health Equity Alliance (HEAL)  
Southern Penobscot Regional Program for Children with Exceptionalities (SPRPCE)  
Maine Community Integration  
The Jackson Laboratory  
Bangor Region Leadership Institute  
Business to Business Webinars  
RSU 22  
Maine Department of Education  
Mi'kmaq Nation

**Outcome measure:** Northern Light Acadia Hospital conducted more than 22 classes and trained 400+ people in the community on how to identify and respond to those who have experienced trauma.

**Project leads:** Angela Fileccia, LCSW, Director, Healthy Life Resources; Tanisha Gilbert, BS, Business and Community Health Specialist

**Next steps:** In FY23, Northern Light Acadia Hospital will further strengthen its ties to the community by expanding the youth mental health trainings throughout Maine. Acadia's Healthy Life Resources' grant through Substance Abuse and Mental Health Services Administration (SAMHSA) will allow us to train nearly all Northern Light Health member organizations in psychological first aid. Armed with knowledge and training, these member organizations will be better prepared to serve their own communities in their own counties/regions.

## Conclusion

Northern Light Acadia 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.