

Community Health Strategy

Eastern Maine Medical Center

Addressing Community Health Needs

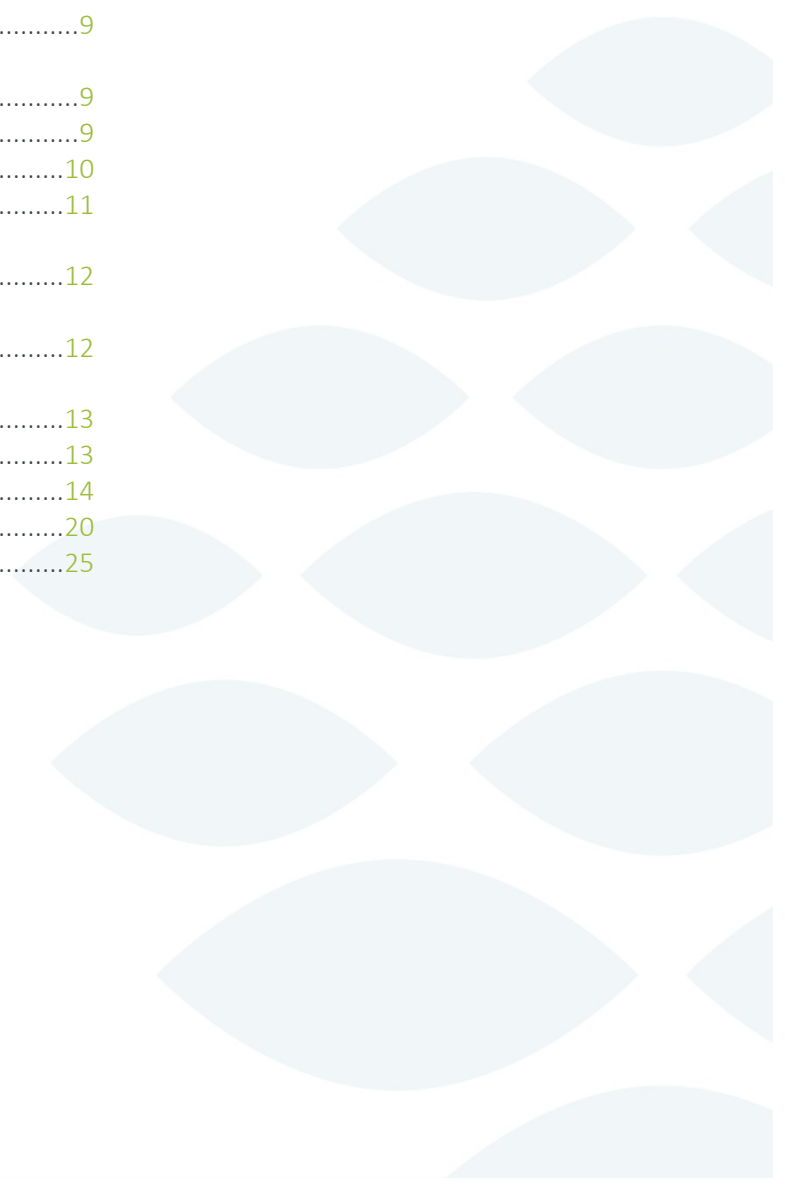
Fiscal Year 2023-2025



Northern Light HealthSM

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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. 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.



Lynne Spooner
Chair, Board of Trustees
Northern Light Eastern Maine Medical Center



Rand O'Leary, MSA, FACHE
President, Northern Light Eastern Maine Medical Center
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 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. 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 Eastern Maine Medical Center

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

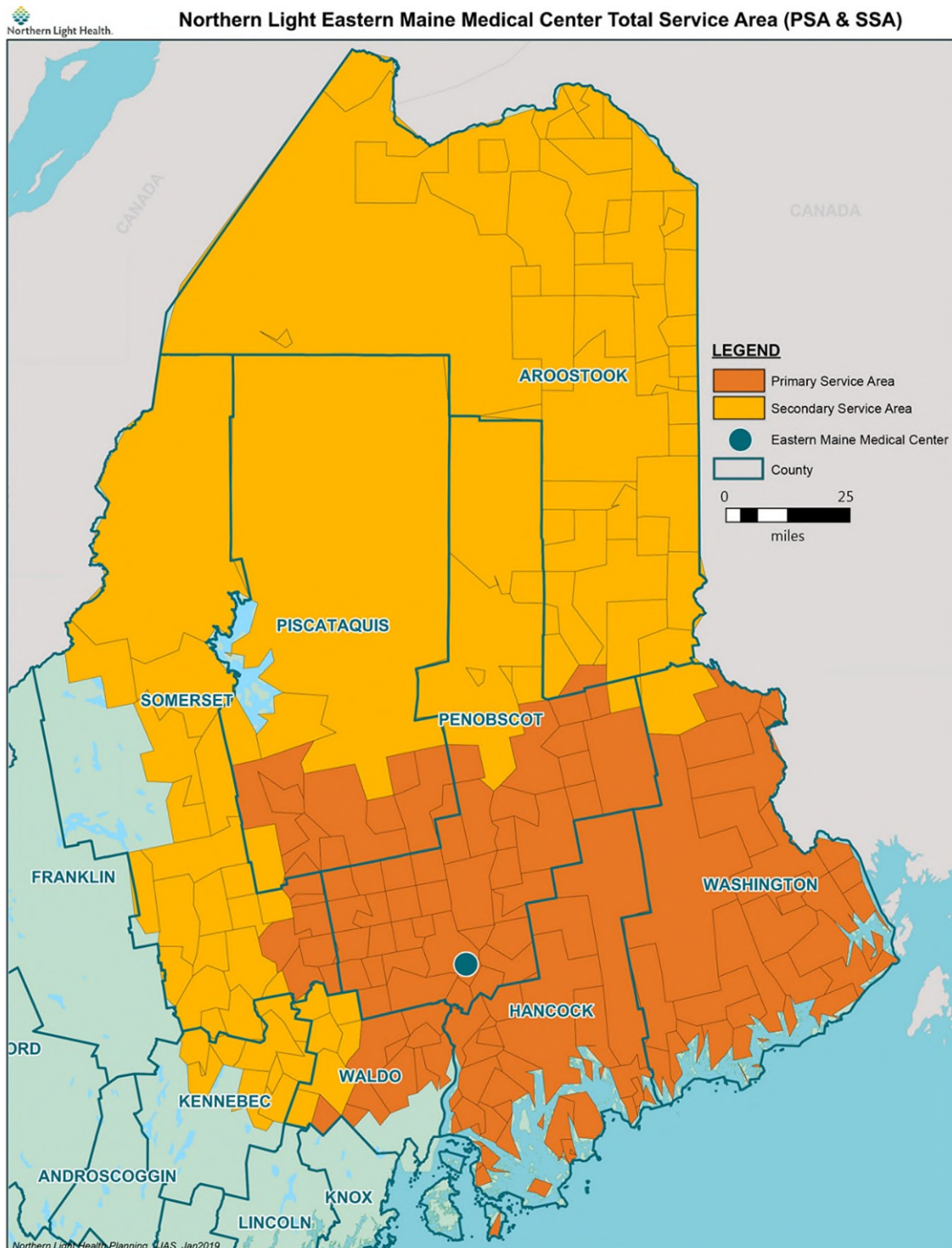
Whoever they are, whatever their circumstances, Mainers know they can count on Northern Light Eastern Maine Medical Center. We are committed to providing the highest level of care in our region. We are committed to our community as well, caring for everyone, even those who can't afford to pay. We stand 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 Lifeflight 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		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 Eastern Maine Medical Center presents data from Penobscot County, where it is located, and from the State, as our patients come from many parts of Maine, particularly from Aroostook, Hancock, Kennebec, Knox, Penobscot, Piscataquis, Somerset, Waldo, and Washington. The priorities identified in Penobscot County closely parallels the state's identified priority of needs.

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 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, 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 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

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 Eastern Maine Medical Center'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 Eastern Maine Medical Center's (EMMC) Community Health Strategy team included individuals representing the following positions:

- Northern Light Acadia Hospital - Medical Director of Community Services
- EMMC - Director of the Residency Program
- EMMC – Nurse Manager – Residency Program
- Northern Light Acadia Hospital - Director Integrated Behavioral Health Clinic

- EMMC - Physician Lead – Primary Care
- EMMC - AVP Nursing for Emergency Services
- Northern Light Acadia Hospital - AVP Access and Service Line Development
- EMMC – Director of Physician Practices RN
- EMMC – Director of Physician Practices – Primary Care
- Northern Light Acadia Hospital – Director of Consultative Services
- EMMC – AVP Nursing for Women’s and Children’s Services
- EMMC – Practice Managers at food bag distribution sites
- EMMC - VP of Human Resources & Patient Experience
- EMMC - Director of Volunteer Services and Community Development
- EMMC - Administrative Assistant III to VP of Nursing & Patient Care Services/Community Benefits
- Good Shepherd Food Bank
- Northern Light Acadia Hospital
- Northern Light Beacon Health
- Workforce EAP
- Bangor Police Department
- Penquis Cap
- Eastern Area Agency on Aging
- Bangor Area School Department
- Bangor Area Recovery Network
- Bangor Area Homeless Shelter
- Hope House
- The Shaw House
- Ronald McDonald House

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 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 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 Eastern Maine Medical Center will monitor and evaluate the strategies related to priority areas of work for the purpose of tracking the implementation of these 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 these priority areas 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 25, 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.

Northern Light Eastern Maine Medical Center'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 Eastern Maine Medical Center (EMMC) 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

1. Northern Light Eastern Maine Medical Center will partner with community, clinical, and educational resources to use national best practices for educating caregivers and the community around supporting mental health through all phases of care.
2. Northern Light Eastern Maine Medical Center will partner with schools, primary care sites of care, and other community organizations to ensure children and their families have educated and available resources for age-appropriate support for youth mental health.
3. Northern Light Health will partner with primary care sites of care and other local organizations to promote use and awareness of acute mental health services and resources that are available in a wide variety of delivery methods to improve early intervention and treatment services.

Anticipated impact of these actions/expected outcomes

Interventions and support for youth and families who may be experiencing or impacted by mental health issues are anticipated to help to provide care early in the mental health cycle and better support recovery and treatment.

Programs and resource allocation

Eastern Maine Medical Center will dedicate staff time and organizational space to support the efforts associated with this priority.

Planned collaborations

Eastern Maine Medical Center plans to work collaboratively with subject matter experts both within Northern Light Health, such as Northern Light Acadia Hospital, and in the community to educate and empower others to recognize, support and respond to mental and behavioral health needs of children and their families. EMMC will include other strategic community organizations to support these efforts. EMMC and Acadia Hospital will align efforts as possible to ensure the most efficient use of resources to promote these needs.

Population of focus

Northern and Eastern Maine youth and their families, caregivers, and educators across a wide range of socioeconomic and medical literacy backgrounds.

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 Eastern Maine Medical Center'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 Eastern Maine Medical Center (EMMC) 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

Eastern Maine Medical Center will partner with local community groups to facilitate connections and to grow local resources that navigate treatment and recovery services, increase awareness of substance use support and approaches, and increase availability and accessibility of treatment and educational options within the community.

Anticipated impact of these actions/expected outcomes

Eastern Maine Medical Center anticipates improving awareness and training in supportive services, such as Medication-Assisted Treatment (MAT) and early intervention strategies. EMMC anticipates strengthened pathways to community recovery and treatment groups for community members to participate in evidence-based treatment and recovery options, reducing stigma in seeking assistance through an increase in connectivity and support. Through these actions, EMMC anticipates improving the health and mental wellness of the community members who are currently experiencing crisis at an earlier point in care.

Programs and resource allocation

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

Planned collaborations

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 expanded MAT training, community education, early recognition partnerships, and relationships with recovery and treatment partners in our community.

Population of focus

Community members and families of community members affected by or recovering from substance use disorders.

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 Eastern Maine Medical Center'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 Eastern Maine Medical Center (EMMC) 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

Eastern Maine Medical Center will partner with area community organizations to connect individuals to resources of support to positively affect our community population by improving health outcomes and reducing health disparities due to socioeconomic conditions. EMMC will collaborate with, provide support to, and educate individuals uniquely situated to intervene in socioeconomic impacts on population health and wellness.

Anticipated impact of these actions/expected outcomes

Eastern Maine Medical Center anticipates positively shaping the health of individuals in our community by using its resources and actions to both expand access points to sources of support and connect affected individuals to these and other sources of support and healthcare services. EMMC anticipates an effect on food insecurity in the region by partnering with community-based organizations to secure, distribute, or otherwise connect resources to patients that have identified as being in need through SDOH screening while placing a particular emphasis on food insecurity.

Programs and resource allocation

Eastern Maine Medical Center will commit time from our physicians, executives, nursing staff, managers, and staff

members and use of facilities and resources to support the needs of our community and implement programs to address social determinates of health.

Planned collaborations

Eastern Maine Medical Center will partner with state and local organizations, along with other facilities within Northern Light Health, to positively affect our communities by improving availability of housing, transportation, food, and other resources that impact the social determinates of health. EMMC will continue to engage existing partners, such as Good Shepherd Food Bank, and expand partnerships with other agencies focused on food availability to specifically address food insecurity in Eastern Maine.

Population of focus

Community members, including adult and pediatric populations, who are disproportionately affected by various social determinants of health, with a particular focus on food insecurity.

Health Priorities Not Addressed

Northern Light Eastern Maine Medical Center 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 focus for the community health strategy. However, the selected priority areas identified in our strategy do support and connect to increased access to care. In addition, the medical center has current ongoing initiatives that are part of annual goals for the organization as a whole.

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 2025 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 (2019) 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. 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 Eastern Maine Medical Center 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 LightSM
Eastern Maine Medical Center

Progress report update

FY 2020 Progress Report

Priority #1: Mental Health

Objective: Increase educational programs to raise awareness, readiness and access to mental health services from zero to one by 9/30/20.

Status: Completed

Strategy to achieve the objective (approaches taken, and resources used): In fiscal year 2020 (FY20), Northern Light Eastern Maine Medical Center engaged in clinical discussions with Northern Light Acadia Hospital to partner on Medication-Assisted Treatment (MAT) coordination of efforts. EMMC added an additional psychiatric-mental health nurse practitioner (PMHNP) at Cutler Health Center, in Orono, to service our patients with behavioral health challenges.

Partners engaged: Northern Light Eastern Maine Medical Center partnered with Northern Light Acadia Hospital on this priority.

Highlights: In FY20, Northern Light Eastern Maine Medical Center in partnership with Acadia increased the consults in Primary Care and has easier access to the provider at Acadia in an active provider model. Plan and approach underway to increase MAT and opioid treatment at EMMC and Acadia, respectively, as next steps. During the pandemic, we have been able to provide MAT training/mentoring through the virtual approach using technology. The team successfully navigated during this time all that needed to be accomplished.

Outcome measure: In FY20, Northern Light Eastern Maine Medical Center completed the targeted training using an Acadia Hospital educational program to train 31 line staff at EMMC.

Project leads: Rick Redmond, LCSW, AVP Access & Service Line Development at Acadia Hospital; Jesse Higgins, PMHNP, Director of Integrated Behavioral Health; Tammy Violette, RN, Director Physician Practices; Dr. Sarah Irving, Director EMMC Residency Program; Nicole Morse, RN, Nurse Manager, Family Medicine Center and Residency; Donna Ashe, Director Physician Practices.

Next steps: In fiscal year 2021 (FY21), Northern Light Eastern Maine Medical Center and Northern Light Acadia will formalize the hub and spoke model for behavioral health services. Also support any additional training necessary in the primary care setting as requested to continue to improve overall comfort with this patient population for front line staff.

Priority #2: Social Determinants of Health

Objective: Increase the number of patients screened for food insecurity and referred to community resources from zero to 2000 by 9/30/20.

Status: Completed

Strategy to achieve the objective (approaches taken, and resources used): In FY20, Northern Light Eastern Maine Medical Center implemented the use of validated two-question screening tool to identify food insecure patients, and established partnership with Good Shepherd Food Bank (GSFB) to enable practices to provide food to patients, and also refer food insecure patients to appropriate resources such as food banks, churches and other community organizations.

Partners engaged: Northern Light Eastern Maine Medical Center partnered with GSFB on this priority.

Highlights: In FY20, Northern Light Eastern Maine Medical Center began their initial journey to screen for food insecurity and built a program to assist those patients in need with food bags and/or referrals to other community partners. The program has become wildly successful, despite the pandemic, with over 24,000 screens performed, over 1,000 patients identified as food insecure, and 421 patients provided food bags or referrals to other community partners. Other positive outcomes from the program include staff awareness and appreciation of the focus on food insecurity by the organization, and the positive role we can all play to address food insecurity in our community. Our staff has also taken ownership and pride in using the intake process managed by registered nurses and medical assistants, empowering this staff to personally address the need, and have a personal contact and ability to help while doing so. The program has created a higher-level perception of the ability of staff to make a difference above and beyond the normal food drive approach!

Outcome measure: In FY20, Northern Light Eastern Maine Medical Center conducted 24,742 food insecurity screens, resulting in 1,032 food insecure positive patients over 12 sites, and 219 food bags distributed, and 202 referrals to other community partners.

Project leads: Dr. Sarah Irving, Director Residency Program; Nicole Morse, Nurse Manager Family Medicine Center and Residency; Donna Ashe, Director Physician Practices.

Next steps: In FY21, Northern Light Eastern Maine Medical Center will increase the number of patients screened for food insecurity and referred to community resources from 3327 to 7000 by 9/30/21.

Priority #3: Substance Use

Objective: Increase the number of Medication-Assisted Treatment (MAT) options for opioid use readily available in local communities from one to two by 9/30/20.

Status: Completed

Strategy to achieve the objective (approaches taken, and resources used): In FY20, Northern Light Eastern Maine Medical Center's eight residents in the EMMC Residency Program completed their MAT training in the first year of residency at EMMC. We are offering MAT services at three locations: Family Medicine & Residency, Orono Primary Care, and Husson Primary Care.

Partners engaged: Northern Light Eastern Maine Medical Center partnered with SAMHSA for MAT training Program (PCSS Module) on this priority.

Highlights: In FY20, Northern Light Eastern Maine Medical Center first year residency program, which includes MAT training, continues to be an excellent approach to expand capabilities within our community. The

Residency Program performs well on training physicians as first year residents and embedding that expertise into our primary care practices.

Outcome measure: In FY20, Northern Light Eastern Maine Medical Center was able to expand MAT services to three practices which include Family Medicine & Residency, Orono Primary Care, and Husson Primary Care and provided services to 603 patients, significantly above the target of 250 interventions.

Project leads: Dr. Sarah Irving, Director, Residency Program; Donna Ashe, Director, Physician Practices.

Next steps: In FY21, Northern Light Eastern Maine Medical Center, in partnership with Northern Light Acadia Hospital, will extend to four primary care locations and 400 patient interventions with a focus on hub and spoke treatment networks for Suboxone Clinics and MAT coordination between Acadia Hospital and EMMC organizations.

Priority #4: Access to Care

Objective: Increase the number of primary care locations accepting new patients from two to four by 9/30/20.

Status: Completed

Strategy to achieve the objective (approaches taken, and resources used): In FY20, Northern Light Eastern Maine Medical Center opened six of seven primary care practices to new patients utilizing a practice on rotation strategy for new patient assignments. Residency Program is doing double rotation schedule.

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

WellSpring Inc.; Michael Reid, VP Physician Services; Dr. James Clarke, SVP Physicians Medical Group; Dr. Billings-Lindsey, Physician Chair, Northern Light Health Medical Group; Northern Light EMMC Primary Care Managers, Northern Light EMMC Executive Leadership, and Northern Light EMMC Primary Care Steering Committees.

Highlights: In FY20, Northern Light Eastern Maine Medical Center opened six of seven primary care practices to new patients and saw an increased volume of 2,072 new patients over the last year, thus creating additional access for those we serve. Pandemic impacted increased volume, but we successfully continued to take on new patients. The key to success was the approach of utilizing weekly rotation schedules for the practices, in which each practice would be taking on new patients for a specific week. Use of the rotation strategy has significantly improved time to appointment for our patients, providing access to care for those in need.

Outcome measure: In FY20, Northern Light Eastern Maine Medical Center exceeded the original goal of opening an additional two practices, for a total of four practices, for taking on new patients. The innovation by the team to address patient access through the use of a rotation schedule between all seven practices resulted in the ability to open six full time practices by the end of the year with 2,072 new patients added to primary care, which is 1,072 more patients than originally planned.

Project leads: Dr. Sarah Irving, Director Residency Program; Donna Ashe, Director, Primary Care; Dr. Lisa Billings-Lindsey, Physician Directory Primary Care.

Next steps: In FY21, Northern Light Eastern Maine Medical Center Primary Care Practices will continue their on-call rotation schedules, accommodating new patients, even in the midst of the pandemic. Primary Care Practices will follow the prescribed assignment of patients to practices and physicians considering patient gender preference, patient transportation needs, and other special needs. We will also implement a new patient process for contact within 30 days (safety check) from date of original call for services

Priority #5: Physical Activity, Nutrition, and Weight

Objective: Increase the number of evidence-based programs focused on access to and availability of activities to improve overall health through a variety of different nutritional and/or physical activity options from zero to three by 9/30/20.

Status: Completed

Strategy to achieve the objective (approaches taken, and resources used): In FY20, Northern Light Eastern Maine Medical Center partnered with Community Based Organizations to provide access to and promote nutritional and/or physical activity options (e.g. Let's Go!, community programs, etc.) at Orono, Hampden, and Bangor school systems. The pandemic created the opportunity to leverage social media to provide continuous outreach and education to our students and prepare them for returning to school and athletic programs.

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

- Bangor school system
- Orono school system
- Hampden school system

Highlights: In FY20, Northern Light Eastern Maine Medical Center was able to adapt to the pandemic and subsequent shutdown of the state school systems. The team was still able to provide instructional videos, online social interactions, work out videos, as well as work directly with schools and coaches to determine best methods to support Phase 1 restart as specified by the State of Maine. The team utilized a virtual approach online to continue to work with the students and successfully reached 1,749 students through virtual instruction regarding physical challenges and education on returning to school and athletic programs during the pandemic.

Outcome measure: In FY20, Northern Light Eastern Maine Medical Center completed nine evidence-based programs focused on increasing access to and availability of overall lifestyle changes, offering seven sites a curriculum for overall nutritional and/or physical activity options, and reached a total of 1,919 students throughout the year..

Project leads: John P. Stowe, Program Manager/Athletic Training Supervisor; Monique Bolduc, Practice Manager Orthopedic Clinic.

Next steps: In FY21, Northern Light Eastern Maine Medical Center will continue to focus on Active Communities: Increasing the number of evidence-based programs focused on access to and availability of

activities to improve overall health through a variety of different nutritional and/or physical activity options from three to four by 9/30/21.

Conclusion

Northern Light Eastern Maine Medical Center 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 LightSM
Eastern Maine Medical Center

Progress report update

FY 2021 Progress Report

Priority #1: Mental Health

Objective: Increase educational programs to raise awareness, readiness, and access to mental health services from one program to two programs by 9/30/21.

Status: Completed

Strategy (approaches taken, and resources used) and highlights from this effort: In fiscal year 2021 (FY21), Northern Light Eastern Maine Medical Center scheduled training events with National Alliance on Mental Illness (NAMI) for employees. Training events were completed in May and June 2021 by NAMI.

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

- Northern Light Acadia Hospital
- National Alliance on Mental Illness

Outcome measure: In FY21, Northern Light Eastern Maine Medical Center tracked outcomes by the number of trained employees, 185 employees were trained across five primary care practices.

Project leads: Rick Redmond, AVP, Access and Service Line Development; Jesse Higgins, PMHNP, Director, NP-Psychiatry, IBH; Tammy Violette, RN, Director, Physician Practices/RN); Nicole Morse, RN, Manager, Family Medicine and Residency); Sarah Irving, MD, Medical Director, Family Medicine and Residency; Donna Ashe, Director, Primary Care; Lisa Billings-Lindsey, DO, Physician and Senior Lead, Primary Care.

Next steps: In fiscal year 2022 (FY22), Northern Light Eastern Maine Medical Center will maintain five educational programs to raise awareness, readiness, and access to mental health services through 9/30/2022.

Priority #2: Social Determinants of Health

Objective: Increase the number of patients screened for food insecurity and referred to community resources from 3,327 to 7,000 by 9/30/21.

Status: Completed

Strategy (approaches taken, and resources used) and highlights from this effort: In FY21, Northern Light Eastern Maine Medical Center took a multifactorial approach to this objective. The primary tactic in reducing food insecurity has been to focus on screening of patients, providing food bags in the moment, and connecting patients to resources. One location was added for active food insecurity screening, bringing the total number of practices screening patients for food insecurity to 23 practices. In addition, Eastern Maine Medical Center continued to grow the community garden at Northern Light Health Center, Union St. and set the produce on a table outside of the Family Medicine and Residency practice as openly available healthy and

fresh food. Leaders continued to volunteer at Good Shepherd Food Bank (GSFB). A total of 183.9 hours were donated by Northern Light Eastern Maine Medical Center staff to GSFB.

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

- Northern Light Health (IS support for screenings and reports)
- Good Shepherd Food Bank (providing food bags, training practices in partnership process)
- United Way of Eastern Maine (awarded \$2,500 toward food insecurity efforts with GSFB)

Outcome measure: In FY21, Northern Light Eastern Maine Medical Center tracked outcomes by the number of screenings conducted. 31,345 food insecurity screenings over 23 sites during quarter four, with 380 patients identified and 233 food bags distributed. For FY21, Northern Light Eastern Maine Medical Center far surpassed the goal of 7,000 screenings by conducting 125,130 total screenings and surpassed the goal of 13 sites by having a total of 23 sites screening patients and providing food bags provided by GSFB.

Project leads: Sarah Irving, MD, Medical Director, Family Medicine and Residency; Donna Ashe, Director, Physician Practices; Nicole Morse, RN, Manager, Family Medicine and Residency; Anne Marie Miller, LCSW, Social Worker, Cancer Care; Lisa Billings-Lindsey, DO, Physician Director, Primary Care; Carolyn Fetha, Director, Physician Practices.

Next steps: In FY22, Northern Light Eastern Maine Medical Center will increase the number of patients screened for food insecurity and referred to community resources by 7,000 and increase number of food bags given to patients who screen positive by 2%. In addition, Northern Light Eastern Maine Medical Center will continue to support alternative food options such as the community garden and Good Shepherd Food Bank.

Priority #3: Substance Use

Objective: Increase the number of Medication-Assisted Treatment options for opioid use readily available in local communities from three separate sites to four separate sites by 9/30/21.

Status: Completed

Strategy (approaches taken, and resources used) and highlights from this effort: In FY21, Northern Light Eastern Maine Medical Center increased from three to four sites offering medication-assisted treatment services. Eastern Maine Medical Center partnered with Northern Light Acadia Hospital and Bangor Area Recovery Network. A new physician at Northern Light Primary Care, Hampden, started in June, who completed a fellowship in addiction medicine and will begin providing MAT.

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

- Northern Light Acadia Hospital
- Bangor Area Recovery Network

Outcome measure: In FY21, Northern Light Eastern Maine Medical Center was able to provide Medication-Assisted Treatment (MAT) at four primary care sites throughout FY21 and provided a total of 170 referrals.

Project leads: Rick Redmond, AVP, Access and Service Line Development; Jesse Higgins, PNHNP, Director, NP-Psychiatry, IBH; Tammy Violette, RN, Director, Physician Practices/RN; Nicole Morse, RN Manager, Family Medicine and Residency; Sarah Irving, MD, Medical Director, Family Medicine and Residency; Donna Ashe, Director, Primary Care; Lisa Billings-Lindsey, DO, Senior Lead, Primary Care; Michael Melia, MD, Lead Physician, Emergency Medicine.

Next steps: In FY22, Northern Light Eastern Maine Medical Center will maintain five Medication-Assisted Treatment options for opioid use readily available in local communities through 9/30/2022.

Priority #4: Access to Care

Objective: To maintain the number of primary care locations accepting new patients at seven for the duration of FY21.

Status: Completed

Strategy (approaches taken, and resources used) and highlights from this effort: In FY21, Northern Light Eastern Maine Medical Center implemented more robust Telehealth, continued to remain open for patient care at all primary care and residency program sites, and continued rotation schedules for each practice taking new patients. This continues to work and has now become the standard of care for bringing in new patients.

Outcome measure: In FY21, Northern Light Eastern Maine Medical Center maintained all seven practices being open to new patients.

Project leads: Donna Ashe, Director, Physician Practices; Sarah Irving, MD, Medical Director, Family Medicine and Residency.

Next steps: In FY22, Northern Light Eastern Maine Medical Center will maintain the number of primary care locations accepting new patients (seven) through 9/30/2022.

Priority #5: Physical Activity, Nutrition, and Weight

Objective: Increase the number of evidence-based programs focused on increasing access to and availability of physical activity from three programs to four programs by 9/30/21.

Status: Completed

Strategy (approaches taken, and resources used) and highlights from this effort: In FY21, Northern Light Eastern Maine Medical Center prioritized outreach to school and communities virtually. In quarter four, two programs for school pre-season were conducted at Mattanawcook and Hampden Academies. A CPR/First Aid course was taught at Mattanawcook Academy for 10 individuals, and workout and educational sessions were conducted at Hampden Academy on 7/29/21 and 8/3/21 where 20 individuals participated. Northern Light

Eastern Maine Medical Center athletic trainers also attended the NCA Cheerleading Camp at Husson University and the MPA Lobster Bowl training camp over the summer.

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

- Bangor, Orono, Old Town, Lincoln, Corinth, Dexter, Pittsfield, Ellsworth, Hampden, Winterport, and Belfast school districts
- Colby College Track Coach Dave Cusano
- Husson NCA Cheerleading Camp
- Lobster Bowl training camp

Outcome measure: In FY21, Northern Light Eastern Maine Medical Center conducted a total of five programs over seven sites with a total of 1,382 participants.

Project leads: John P. Stowe, ATC, Program Manager, Sports Health; Monique Bolduc, Manager, Orthopedics

Next steps: In FY22, Northern Light Eastern Maine Medical Center will maintain five evidence-based programs focused on increasing access to and availability of physical activity through 9/30/2022.

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.

Fiscal Year 2022

PROGRESS REPORT TO OUR COMMUNITY

Addressing community health needs



Northern Light.
Eastern Maine Medical Center

Progress report update

FY 2022 Progress Report

Priority #1: Mental Health

Objective: Maintain five educational programs to raise awareness, readiness, and access to mental health services by 9/30/22.

Status: Completed

Strategy: In fiscal year 2022 (FY22), Northern Light Eastern Maine Medical Center provided the “Navigating a Care Pathway to Diagnose and Treat Depression” education to providers in all seven primary care sites in quarter three and left open through quarter four.

Partners engaged: Northern Light Eastern Maine Medical Center partnered with Northern Light Acadia Hospital on this priority.

Outcome measure: In FY22, Northern Light Eastern Maine Medical Center had 75 providers complete the education on Promise Point.

Project leads: Rick Redmond, AVP, Access and Service Line Development; Jesse Higgins, PHNP, Director, NP-Psychiatry, IBH; Tammy Violette, RN, Director, Physician Practices; Nicole Morse, Manager, Family Medicine, and Residency ; Sarah Irving, MD, Director, Family Medicine, and Residency; Jennifer Modery, Director, Physician Practices

Next steps: In fiscal year 2023 (FY23), Northern Light Eastern Maine Medical Center will continue to reinforce education and provide clinical/technical education as practices start using Depression Care Pathway. Planning for trauma-informed care training is underway. Lisa Billings-Lindsey, DO, plans to review a few of the care pathways, including the Depression Care Pathway, at all the steering committees to reach more providers. In addition, the Medical Center will work collaboratively to increase the number of individuals trained to support the mental health needs of youth in our service area by training community members in youth mental health identification and referral.

Priority #2: Social Determinants of Health

Objective: Increase the number of patients screened for food insecurity and referred to community resources from 125,000 to 132,000 by 9/30/22. Also, increase the number of food bags given out to patients who screen positive for food insecurity.

Status: Completed

Strategy: In FY22, Northern Light Eastern Maine Medical Center practices and inpatient units continued to discuss screenings with staff to support and remind them of the process.

Partners engaged: Northern Light Eastern Maine Medical Center partnered with Good Shepherd Food Bank on this priority.

Outcome measure: In FY22, Northern Light Eastern Maine Medical Center conducted 144,142 food insecurity screenings. 1,707 of those screenings were positive for food insecurity (1.18%). 346 food bags were distributed to patients and 502 referrals were made during quarter four. A total of 1,291 food bags were distributed to patients and 1,616 referrals were made for FY22.

Project leads: Sarah Irving, MD, Director, Family Medicine, and Residency; Jen Modery, Director, Physician Practices; Nicole Morse, RN, Nurse Manager, Family Medicine, and Residency; Anne Marie Miller, LCSW; Lisa Billings-Lindsey, DO, Physician Director, Primary Care; Carolyn Fetha, VP, Medical Group;

Next steps: In FY23, Northern Light Eastern Maine Medical Center will continue the partnership with Good Shepherd Food Bank (GSFB) and will continue to screen for food insecurity in the practices/units currently participating. We also plan to onboard more practices and inpatient units to this program. Beginning in October 2022, a new volunteer program named Supporting Nutrition Around Communities (SNAC) will be launched through Northern Light Eastern Maine Medical Center Volunteer Services to aid practices in transporting their ordered food bags from GSFB to their practice. Further discussion with GSFB is planned to possibly provide more food choices and also produce to patients.

Priority #3: Substance Use

Objective: Maintain five Medication-Assisted Treatment options for opioid use readily available in local communities by 9/30/22.

Status: Completed

Strategy: In FY22, Northern Light Eastern Maine Medical Center continued to have six sites open for Medication-Assisted Treatment (MAT) referrals.

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

- ECHO
- Community Health Leadership Board
- Maine Maternal Opioid Management (MOM) Grant
- Bangor Area Recovery Network (BARN)
- Wellspring
- Northern Light Acadia Hospital

Outcome measure: In FY22, Northern Light Eastern Maine Medical Center referred 34 unique individuals to MAT during the fourth quarter and reached a total of 135 individuals for FY22.

Project leads: Rick Redmond, AVP, Access and Service Line Development; Jesse Higgins, PHNP, Director, NP-Psychiatry, IBH; Tammy Violette, RN, Director, Physician Practices; Nicole Morse, RN, Manager, Family Medicine, and Residency; Sarah Irving, MD, Director, Family Medicine, and Residency; Jennifer Modery, Director, Physician Practices;

Next steps: In FY23, Northern Light Eastern Maine Medical Center will continue to offer MAT at six sites and is partnering with Northern Light Acadia Hospital to provide e-consults for substance use disorders. Also, they are currently building an Alcohol Use Disorder care pathway for support and assistance to providers.

Priority #4: Access to Care

Objective: Maintain seven primary care locations accepting new patients by 9/30/22.

Status: Completed

Strategy: In FY22, Northern Light Eastern Maine Medical Center maintained primary care access for all seven primary care facilities open for new patients for the first two quarters, with five open in the third quarter, and six open in the fourth quarter. They started foundational work for implementation of direct book appointments (patient's ability to self-schedule appointments within primary care) which went live on October 19, 2022.

Partners engaged: Northern Light Eastern Maine Medical Center partnered with the Primary Care and Family Medicine and Residency on this priority.

Outcome measure: In FY22, Northern Light Eastern Maine Medical Center reached 745 unique individuals throughout the seven primary care practices during quarter four, with a total of 3,295 new patients seen in FY22.

Project leads: Jen Modery, Director Physician Practices; Sarah Irving, MD, Director Family Medicine, and Residency

Next steps: In FY23, Northern Light Eastern Maine Medical Center will actively recruit for a physician position at our Hampden location, as well as recruiting providers for Orono and Brewer. Will continue running a quality report to identify patients who haven't been seen in the last year and reaching out to them to see if they have transferred care or would like to schedule an appointment.

Priority #5: Physical Activity, Nutrition, and Weight

Objective: Maintain five evidence-based programs focused on increasing access to and availability of physical activity by 9/30/22.

Status: Completed

Strategy: In FY22, Northern Light Eastern Maine Medical Center conducted two speaking engagements focused on nutrition, hydration, and self-care at Bangor Christian School (25 attendees) and Hampden Academy (30 attendees). Athletic trainers also met with parents/athletes in August at Hampden Academy (150 attendees), Orono High School (70 attendees), Ellsworth High School (100 attendees), and Old Town High School (125 attendees) about proper self-care, hydration, nutrition, and other health related topics

before the sports seasons began. Lastly, a workout flyer was created for Northern Light Eastern Maine Medical Center employees and distributed in the fourth quarter.

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

Contracted School Districts (Bangor Christian School, Hampden Academy)

Outcome measure: In FY22, Northern Light Eastern Maine Medical Center conducted four trainings at six sites and reached 500 people.

Project leads: Lucas Bartlett, Program Manager; Monique Bolduc, Manager, Orthopedics

Next steps: In FY23, Northern Light Eastern Maine Medical Center will continue to work with contracted schools to provide support and education around nutrition, hydration, and other health topics through our athletic training department at our orthopedic office.

Conclusion

Northern Light Eastern Maine Medical Center continues to 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.