

Community Health Strategy

Mayo
Hospital

Addressing Community Health Needs

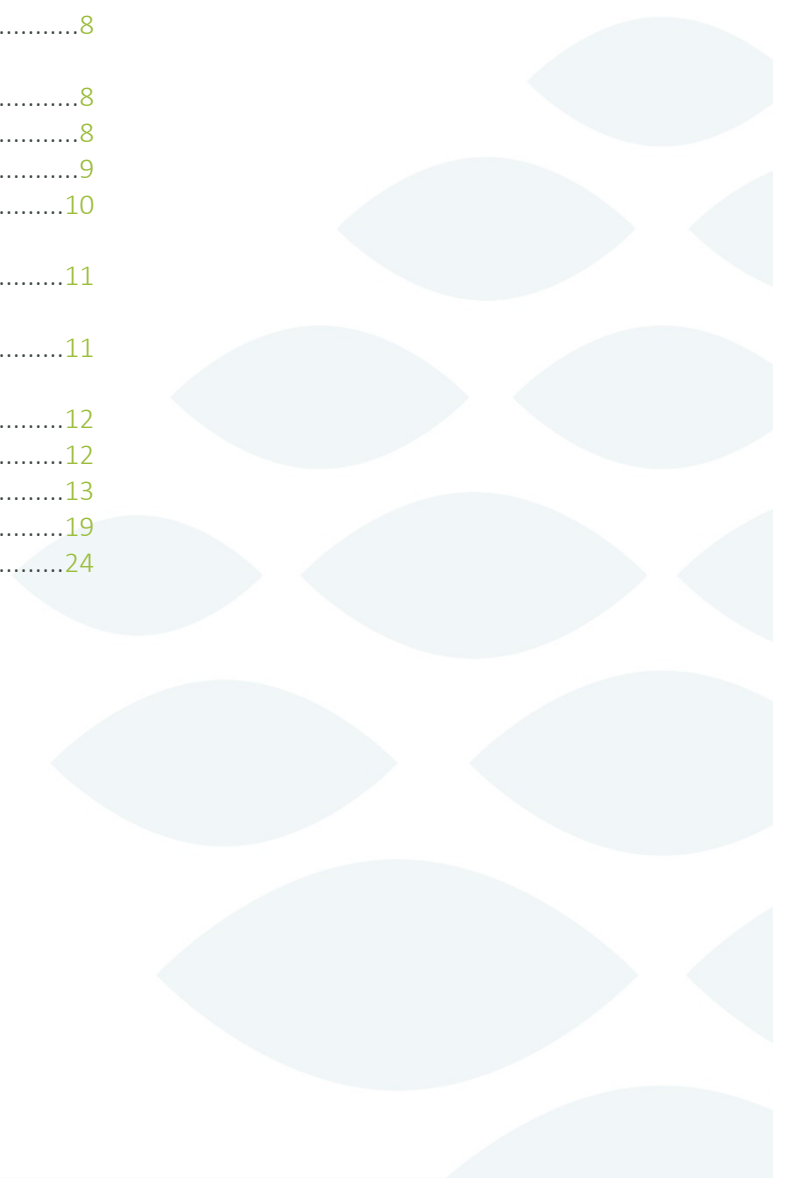
Fiscal Year 2023-2025



Northern Light HealthSM

Table of Contents

Letter from the president and board chair	3
Introduction.....	4
About Northern Light Health	4
About Northern Light Mayo Hospital.....	4
Definition of community served	5
Addressing Community Health Needs	6
Shared Community Health Needs.....	6
Community Health Strategy	7
Process and methods for priority selection.....	7
Evaluation efforts	8
Feedback opportunity	8
Approval from governing board	8
Selected Priorities of Focus.....	8
Priority: Mental Health	8
Priority: Social Determinants of Health	9
Priority: Substance Use	10
Health Priorities Not Addressed	11
Conclusion	11
Appendix.....	12
Evaluation of Impact.....	12
Progress Report FY20	13
Progress Report FY21	19
Progress Report FY22	24





Letter from the President and Board Chair

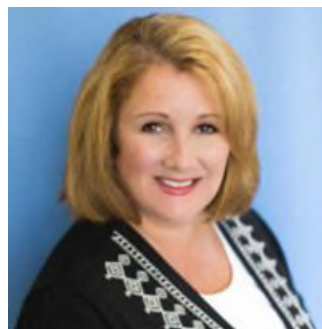
We believe in providing Mainers with what they truly deserve—the absolute best in healthcare. This means actively engaging in our communities and working with partners to reduce external barriers that may prevent our neighbors from living their healthiest life.

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.



Amanda Thomas
Chair, Board of Trustees
Northern Light Mayo Hospital



Marie Vienneau, BSN, MHA, FACHE
President, Northern Light Mayo 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 Mayo 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 Mayo 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 Mayo Hospital

Located in the scenic Maine Highlands region, Northern Light Mayo Hospital provides advanced medical services to more than 26,000 residents in Piscataquis and adjacent Penobscot and Somerset counties.

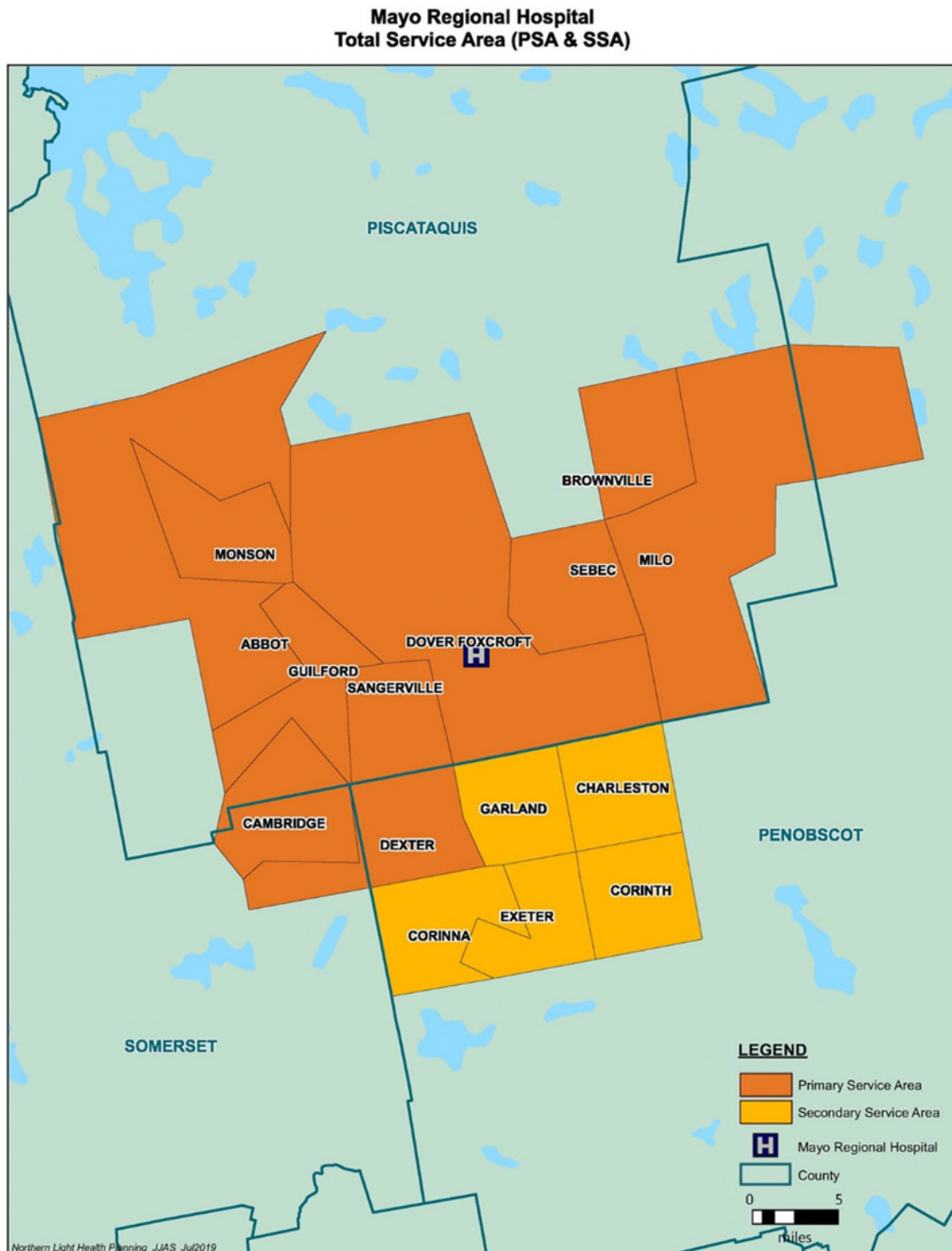
First opening in 1978, Mayo Hospital is a 25 bed, non-profit, critical access hospital staffed with great nursing and clinical support and a team of primary care physicians and specialists including hospital-based inpatient physicians that provide coverage 24/7 (hospitalists), primary care, internal medicine, OBGYN, pediatrics, urology, general surgery, orthopedic surgery, and behavioral health. Our emergency department handles more than 10,000 visits annually and our ambulances and emergency medical services (EMS) responders bring the face of Northern Light Mayo Hospital out into the community often when least expected but urgently needed.

Our core mission has always been to provide high-quality, compassionate healthcare to those who live and work in our communities. To further this mission, Mayo has outpatient health centers in the towns of Corinth, Dexter, Dover-Foxcroft, and Milo.

Dover-Foxcroft, the county seat of Piscataquis County, has a population of 4,200 and is located 38 miles northwest of Bangor.

Definition of Community Served

Located in Dover-Foxcroft, Maine, Northern Light Mayo Hospital has a service area comprised of both primary and secondary service areas, together referred to as the total service area. Total service areas (TSAs) 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. TSAs can sometimes overlap due to hospital's locations or because of the specialty services provided by the hospitals.



Demographic Data

PISCATAQUIS COUNTY		
	Percent	Number
American Indian/Alaskan Native	0.8%	135
Asian	0.8%	131
Black/African American	0.6%	96
Native Hawaiian or Pacific Islander	0.0%	0
White	95.8%	16,128
Some other race	0.7%	119
Two or more races	1.3%	227
Hispanic	1.5%	245
Non-Hispanic	98.5%	16,591
County population	16,836	
Veterans	12.6%	
Gay, lesbian, and bisexual (high school students)	9.6%	
Gay, lesbian, and bisexual (adults)	3.2%*	
Transgender youth (high school students)	1.7%	
Persons with a disability	26.3%	

*Means results may be statistically unreliable due to small numbers, use caution when interpreting

Social Determinants of Health Data

PISCATAQUIS COUNTY	
Median household income	\$40,890
Unemployment rate	5.5%
Individuals living in poverty	18.5%
Children living in poverty	23.8%
65+ living alone	27.4%

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 employed 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 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 Mayo 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 Mayo Hospital.

Northern Light Mayo 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 a greater statewide effect.

Northern Light Mayo 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 Mayo Hospital's Community Health Strategy team included individuals representing the following positions:

- President, Northern Light CA Dean and Mayo Hospitals
- Vice President, Nursing and Operations
- Director of Physician Practices
- Director of Community Outreach
- Penquis Public Health District Liaison, Maine CDC

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 Mayo Hospital experts and local partnership experts in various priority areas
- Feasibility: Northern Light Mayo 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 Mayo 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 with feedback on this report.

Approval from Governing Board

Northern Light Mayo 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 pandemic has pushed demand for mental health services to an all-time high.

Northern Light Mayo 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 Mayo 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

Mayo Hospital will 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.

Anticipated impact of these actions/expected outcomes

Mayo Hospital would like to be a consistent presence within the local and county school districts for education related to the mental health of our youth.

Programs and resource allocation

Mayo Hospital will provide staff time and engage Northern Light Acadia Hospital to help provide schools with the tools, resources, and training related to programs such as Acadia Hospitals CARES (Child-Adolescent Resource and Educational Series) and RACES (Responding to Adverse Childhood Experiences Series).

Planned collaborations

Mayo plans to partner with Northern Light CA Dean and Acadia Hospitals as well as local and county-wide school districts to successfully implement activities associated with this area of focus.

Population of focus

School-aged 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 Mayo 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 Mayo Hospital has assets available to be leveraged in support of this need. Also, there are many evidence-based or promising approaches to address the need for interventions on the many facets of Social Determinants of Health. Finally, Social Determinants of Health rated as a high priority to the community and our Northern Light Health system.

Intended action to address the need

Mayo Hospital plans to partner with multiple community-based organizations to secure, distribute or otherwise connect patients with services identified as being in need through screening efforts.

Anticipated impact of these actions/expected outcomes

Through partnerships with multiple community-based organizations, Mayo Hospital anticipates connecting patients with services that may be needed to ensure safe and healthy home circumstances.

Programs and resource allocation

Social determinants of health screening within the electronic medical record will allow providers and their office staff to address needs for the most vulnerable of patients. Staff time will be provided to ensure the identification of and the communication with community-based organizations is established and maintained.

Planned collaborations

Mayo Hospital will collaborate with local community-based initiatives to increase availability of housing,

transportation, food, and other resources. Additional partnership with the United Way is planned for resource access, assistance, and allocation.

Population of focus

Individuals disproportionately affected by various social determinants of health within Mayo's Hospital service area who screen positive for concerns in the realm of social determinants of health.

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 Mayo 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 Mayo 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 our Northern Light Health system.

Intended action to address the need

Mayo Hospital will leverage community partnerships to reduce barriers and improve access to and availability of substance use prevention, treatment, recovery, and harm reduction services.

Anticipated impact of these actions/expected outcomes

Through improved pathways to prevention, treatment, and recovery for individuals with substance use disorder, Mayo Hospital anticipates seeing both a local and county-wide increase in the adoption of substance use education and activities.

Programs and resource allocation

Mayo Hospital will provide staff time to participate on the Piscataquis Youth Substance Use Prevention Coalition, as well as efforts to bring programming into the local and county-wide school district classrooms.

Planned collaborations

Mayo plans to partner with community consortiums, coalitions, and networks (e.g., Drug Free Communities (DFC), Rural Communities Opioid Response Program (RCORP)) to support and strengthen collaboration for prevention and reduction of substance use among youth. In addition, Mayo will partner with Northern Light CA Dean Hospital and the Piscataquis Youth Substance Use Prevention Coalition, as well as the local and county school districts.

Population of focus

School-aged youth

Health Priorities Not Addressed

Northern Light Mayo 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 Mayo 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 Mayo 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 Mayo Hospital's last (2019) Community Health Needs Assessment.

Northern Light Health and Northern Light Mayo 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 Mayo 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 LightSM

Mayo Hospital

Progress report update

FY 2020 Progress Report

Priority #1: Substance use

Objective: Increase the number of educational and support opportunities specific to expectant mothers with substance use disorder and their substance exposed infants from one to two by September 30, 2020.

Status: Foundational work started

Strategy to achieve the objective (approaches taken, and resources used): In fiscal year 2020 (FY20), Northern Light Mayo Hospital began working to integrate Medication-Assisted Treatment (MAT) options for expectant mothers within our obstetrics program. In the last few years, we have seen an increase in substance exposed infants and felt that mitigating further exposure to substances was necessary. In addition to the increased medication options, we also collaborated with PENQUIS to refer our patients to their parenting classes and started our own Mommy and Me groups that meet weekly at the hospital.

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

- Northern Light Eastern Maine Medical Center
- Statewide Substance Exposed Infant Task Force
- PENQUIS (parenting groups)
- Public Health Nursing

Highlights: In FY20, Northern Light Mayo Hospital had great success with our Mommy and Me groups that met weekly in the Mayo Hospital Schoodic Conference Room. This group was spearheaded and lead by obstetrics nurse, Jessica Thibodeau. It offers the opportunity for mothers and children to come together to enjoy each other's company, allow children to interact and to discuss milestones, breastfeeding, post-partum depression awareness, and gain overall support.

Outcome measure: In FY20, Northern Light Mayo Hospital held approximately 26 Mommy and Me group sessions. These sessions hosted between three and six moms at each session and the topics ranged from breastfeeding, bonding, and post-partum depression awareness. Due to COVID-19 we had to discontinue our weekly sessions in March of 2020.

Project leads: Denise Scuderi, vice president of patient care services; Daphyne Deane, director of inpatient nursing

Next steps: In fiscal year 2021, Northern Light Mayo Hospital will continue to focus on increasing educational opportunities to expectant mothers. We will offer more in-depth support through group work, continue and enhance our partnership with PENQUIS to offer parenting classes and continue to host mommy and me groups weekly as soon as we are able to resume in-person sessions (post COVID-19).

Priority #2: Mental health

Objective: Northern Light Mayo Hospital anticipates decreasing the overall rate of Emergency Department visits specific to mental health needs from 254 patients to 242 patients by September 30, 2020, a 5% reduction.

Status: Foundational work started

Strategy to achieve the objective (approaches taken, and resources used): In FY20, Northern Light Mayo Hospital began exploring the ability to increase mental health services in our psychiatry and counseling practices to alleviate the need for acute mental health needs to be seen in the Emergency Department regularly. Unfortunately, with the COVID-19 pandemic, mental health needs increased, and our capacity was largely decreased due to the inability to see patients in the office for a short period of time. We also engaged in social distancing within the office which further impacted our capacity once the stay at home order was lifted.

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

Community Health and Counseling Services

Northern Light Acadia Hospital

Highlights: In FY20, Northern Light Mayo Hospital was able to increase access to telehealth mental health services which allowed us to maintain our current capacity during the pandemic. This increase in our ability to see patients virtually will aid us in our future efforts to increase overall capacity.

Outcome measure: In FY20, Northern Light Mayo Hospital did not meet our goal to reduce mental health visits in our Emergency Department. We saw an increase in mental health needs across the system, which we attribute to COVID-19. The increase in mental health needs coupled with the decrease in availability due to office closures, and the need to down staff for social distancing actually increased our mental health visits to our Emergency Department.

Project lead: Billie-Jo Sickler, director of behavioral health; David McDermott, MD, vice president of medical affairs, senior physician executive

Next steps: In FY21, Northern Light Mayo Hospital will continue to work on increasing telehealth options to decrease the use of the Emergency Department for acute mental health needs.

Priority #3: Access to care

Objective: Northern Light Mayo Hospital will increase the number of available appointment hours with primary care providers to include early morning, evenings and weekends from 10 hours/week to 12 hours/week by September 30, 2020.

Status: Foundational work started

Strategy to achieve the objective (approaches taken, and resources used): In FY20, Northern Light Mayo Hospital worked to identify areas of improvement. These areas include better workflows within the practice setting to allow for more patient access. Due to the COVID-19 pandemic and the limitation of the number of

staff and patients permissible in our practices at one time, our efforts were set aside as we focused on the health and safety of our patients and staff. In the midst of the pandemic, leaders and staff continued to discuss ways to increase access by utilizing telehealth options when able.

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

- Patient Advisory Council
- Patients via surveys

Highlights: In FY20, Northern Light Mayo Hospital actively worked to increase access to patient care, while being mindful of enhanced safety protocols necessary to keep our patients and staff safe during the COVID-19 pandemic. Our approach to increased access has mainly been discussions on how to create better workflows within the practices that would allow increased capacity and ultimately better access for our patients.

Outcome measure: In FY20, Northern Light Mayo Hospital did not meet the anticipated goal of increasing appointment hours to include evenings and weekends. We attribute this to the COVID-19 pandemic coupled with our recent integration into the Northern Light Health system. During these changes and transitions we were unable to meet our anticipated goal and have set a more realistic and achievable goal for FY21, which we hope to accomplish despite barriers from the current pandemic.

Project leads: Nicole Chadwick, vice president of Quality and Education; Kari Clark, clinical manager of physician practices; Stephanie Koscielny, operations manager for physician practices

Next steps: In FY21, Northern Light Mayo Hospital will work with primary care sites to increase hours of operation for both morning and evening appointments. This additional time will allow better access for patients seeking earlier morning appointments and later evening appointments. It will also add additional openings each day for better same day access for patients. We will work with providers and staff to create a more comprehensive plan that will roll out over the course of FY21.

Priority #4: Obesity

Objective: Increase the number of evidence-based programs focused on increasing access to and availability of physical activity from one to two by September 30, 2020.

Status: In progress

Strategy to achieve the objective (approaches taken, and resources used): In FY20, Northern Light Mayo Hospital worked collaboratively with schools' partners and the Let's GO! 5-2-1-0 program to increase parents, students, and community members awareness of the importance of healthy eating and active living. Work with wellness teams to ensure policies were up to date, distribution of informational materials were sent home in backpacks, and school cafeterias were encouraged to try new, healthier options.

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

- Let's GO! 5-2-1-0
- MaineHealth
- Piscataquis Community Middle School
- Piscataquis Community High School
- SeDoMoCha Middle School

Penquis Valley Middle School
Penquis Valley High School
Dexter Regional High School
Ridgeview Community School
Greenville Consolidated School

Highlights: In FY20, Northern Light Mayo Hospital’s focus area was on increased water consumption and a decrease in sugar sweetened beverage consumption. To help achieve this, Northern Light Mayo Hospital purchased water bottle refill stations for Piscataquis Community Middle School, Piscataquis Community High School, and SeDoMoCha Middle School. In addition to the refill stations, clear water bottles were purchased for all students in SAD #4, SAD #68 and SAD #46.

Outcome measure: In FY20, Northern Light Mayo Hospital reached approximately 1,200 middle school and high school students in eight schools (five school districts) throughout Piscataquis and parts of Penobscot Counties. We were able to update three school wellness policies to include language about increased water consumption and provided those three schools with refillable, clear water bottles to use with their new water refill stations.

Project leads: Hillary Starbird, community outreach supervisor; Shannon Fowles, community outreach specialist, 5-2-1-0 coordinator.

Next steps: In FY21, Northern Light Mayo Hospital will shift our focus to programmatic goals in hopes to bring new programs that help reinforce healthy eating and active lifestyles. We will identify programs that align with our goals and bring them to our school partners for dissemination and teaching.

Priority #5: Access to healthy food/Food insecurity

Objective: Increase food insecurity screenings from 1,618 to 2,000 by September 30, 2020.

Status: In progress

Strategy to achieve the objective (approaches taken, and resources used): In FY20, Northern Light Mayo Hospital continued to implement the screen and intervene approach to identifying patients with food insecurity. We expanded from just primary care settings to include all inpatient settings. This expansion allowed us to further meet the needs of patients who were experiencing food insecurity and link them with long-term food access solutions.

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

- Good Shepherd Food Bank
- Piscataquis Regional Food Center
- Dover-Foxcroft Food Pantry
- Milo Meals Program for Students (during 2019-20 school year COVID-19 closure)
- Guilford Meals Program for Students (during 2019-20 school year COVID-19 closure)

Highlights: In FY20, Northern Light Mayo Hospital partnered with local food pantries, and distribution centers to further understand resources and opportunities for our patients who may experience food insecurity. We

offered two free SNAP enrollment clinics at Mayo Hospital to help and encourage community members to enroll in benefits to help with food insecurity (this is also because we have no DHHS office in Piscataquis County). We also engaged in many community-based groups to stay up to date on upcoming opportunities patients can take advantage of such as the free food for all distributions in partnership with the Piscataquis Regional Food Center and Pineland Farms. Lastly, we continued to partner with Good Shepherd Food Bank to give shelf stable food bags to all patients who identify as food insecure to utilize while we work to identify a more robust plan to ensure food security concerns are addressed.

Outcome measure: In FY20, Northern Light Mayo Hospital was able to screen 1,541 patients for food insecurity. We attribute this drop in screening to the closure of our primary care sites during COVID-19 coupled with decreased primary care visits available due to the need for social distancing. We know that of the 1,541 positive screens, 1,366 patients were given the Good Shepherd bags of shelf stable food and the resource guide with information about sustainable options.

Project lead: Whitney Gould-Cookson, registered dietitian

Next steps: In FY21, Northern Light Mayo Hospital will focus on increasing our food insecurity screenings by ensuring all patients are screened at every visit. Historically we have screened at all visits with the exception of follow-ups within a two-week period. In 2021 we will begin screening at every visit to ensure that we are capturing this vital information incase circumstances have changed.

Conclusion

Northern Light Mayo 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 LightSM

Mayo Hospital

Progress report update

FY 2021 Progress Report

Priority #1: Substance Use

Objective: Increase the number of educational opportunities specific to expectant mothers with substance use disorder and their substance exposed infants from two to three by September 30, 2021.

Status: Foundational work started

Strategy (approaches taken, and resources used) and highlights from this effort: In fiscal year 2021 (FY21), Northern Light Mayo Hospital struggled to gain traction in this particular area. In person meetings were significantly affected due to COVID-19 restrictions. The internal Mayo Hospital team met to discuss alternative delivery options such as using ZOOM as a platform to deliver education, however the team felt it would be difficult to get the word out and gain momentum. We decided to pause progress on this measure until in person meetings could resume. In September of 2021 we discussed the possibility of hiring a childbirth educator who would work with expectant mothers with substance use disorders in addition to the regular childbirth education classes. We are hopeful to have this position in place by Spring of 2022.

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

- Penquis

- Helping Hands with Heart Collaborative

- Northern Light Mayo Hospital's Obstetrics Department

Outcome measure: In FY21, Northern Light Mayo Hospital was not able to achieve the goal of expanding the number of programs offered to expectant mothers.

Project leads: Kristen Wagner, DO; Jessica Thibodeau, RN Obstetrics

Next steps: In fiscal year 2022 (FY22), Northern Light Mayo Hospital plans to hire a designated Childbirth Educator who will offer educational opportunities specifically for expectant mothers with substance use disorder.

Priority #2: Mental Health

Objective: Northern Light Mayo Hospital anticipates decreasing the overall rate of emergency department visits specific to mental health needs from 254 patients to 242 patients by September 30, 2021.

Status: Foundational work started

Strategy (approaches taken, and resources used) and highlights from this effort: In FY21, Northern Light Mayo Hospital was unable to decrease the number of patients utilizing the Emergency Department for mental health needs. A barrier to this seems to be an increase in mental health patients amidst a pandemic we are

still working to get under control. We have had positive, engaging conversations with leaders and plan to continue this work when the Emergency Department is not so overwhelmed with the Pandemic.

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

- Northern Light Mayo Primary Care Practices
- Northern Light Acadia Hospital

Outcome measure: In FY21, Northern Light Mayo Hospital moved to integrate our Behavioral Health practices into our Primary Care Practices 100%. We were able to achieve this goal in September of 2021. The goal of this move is to better accommodate patients' needs in a comfortable and easy to access setting. Patients can see their primary care provider and also have a counseling session the same day. This service enhances access to care and also decreases barriers such as difficulty accessing rides to various appointments. We are hopeful with this transition a natural decrease in Emergency Department mental health visits occurs.

Project leads: Megan Ryder, Director of Physician Practices; Ashley Vincent, RN

Next steps: In FY22, Northern Light Mayo Hospital plans to continue to work on enhancing access to in office mental health visits and also work with partners such as Northern Light Acadia Hospital to meet the needs of our patients in a timely manner that decreasing the likelihood of them utilizing the Emergency Department for their needs.

Priority #3: Access to Care

Objective: Northern Light Mayo Hospital will increase the number of available appointment hours with primary care providers to include early morning, evenings, and weekends from ten hours/week to 12 hours/week by September 30, 2021.

Status: Foundational work started

Strategy (approaches taken, and resources used) and highlights from this effort: In FY21, Northern Light Mayo Hospital worked to increase access to same-day visits in our Primary Care offices. When this plan was developed in the fall of 2020, we had a false sense of hope the Pandemic would not plague our efforts. Due to continued COVID-19 related factors we were unable to increase access to same-day visits. We have continued to have open dialogue about how we will achieve this goal in the future once we can resume to normal operating practices within Primary Care and elsewhere.

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

- Northern Light CA Dean Hospital
- Northern Light Primary Care Offices

Outcome measure: In FY21, Northern Light Mayo Hospital did not meet its goal of increasing access to same-day primary care visits. This was in large part due to the ongoing global pandemic.

Project leads: Megan Ryder, Director of Physician Practices; Stephanie Koscielny, Operation Manager of Physician Practices

Next steps: In FY22, Northern Light Mayo Hospital will not select this as a goal. Due to the continued factors COVID-19 presents, we will be focusing our efforts on alternative directions.

Priority #4: Obesity

Objective: Increase the number of evidence-based programs focused on increasing access to and availability of physical activity from one to two by September 30, 2021.

Status: Completed

Strategy (approaches taken, and resources used) and highlights from this effort: In FY21, Northern Light Mayo Hospital, in collaboration with Let's GO 5-2-1-0, brought programming and activities to schools and childcare centers across Piscataquis County. The FY21 school year posed challenges due to the local schools not allowing visitors inside the building. During the summer of 2021, our 5-2-1-0 coordinator, delivered cooking matters training, sugary drink demonstrations, and physical activities training to local recreation departments and childcare sites. This work helped us achieve our goals to deliver healthy eating and active living programming in our region.

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

- Dexter Head Start/Preschool, Dexter
- Guilford Recreation Department, Guilford
- Hitchborn Middle School, Howland
- Home Away From Home Childcare, Dover-Foxcroft
- Kiddie Cape, Dover-Foxcroft
- Little Peoples Nursery School, Milo
- MaineHealth 5-2-1-0 Program
- Milo Elementary, Milo
- Milo Recreation Department, Milo
- Missy Hall's Childcare, Dover-Foxcroft
- Morton Early Head Start, Dover-Foxcroft
- Morton Head Start, Dover-Foxcroft
- MSAD 41 Pre-K, Milo
- Penquis Valley Middle & High Schools, Milo
- Piscataquis Community Elementary, Middle and High Schools, Guilford
- Piscataquis Regional YMCA, Dover-Foxcroft
- Ridgeview Elementary (K-8), Dexter
- SeDoMoCha Elementary and Middle Schools, Dover-Foxcroft
- SEEDS, Dover-Foxcroft

Outcome measure: In FY21, Northern Light Mayo Hospital was able to engage 19 local sites to deliver healthy eating and active living programming. Due to COVID -19 limiting in person activities, 5-2-1-0 healthy eating, active living literature was sent home with students who attended schools and childcare centers in Piscataquis County reaching approximately 6,500 residents. Healthy Eating, Active Living programming was also done in person during the summer months with the Guilford and Milo Recreation Departments.

Project lead: Shannon Fowles, Let's GO Coordinator

Next steps: In FY22, Northern Light Mayo Hospital will continue to increase engagement of local partners to deliver healthy eating and active living programming. Youth obesity rates in Piscataquis County continue to be a concern. We feel this programming is important to support families in achieving a better understanding of a healthy lifestyle.

Priority #5: Access to Healthy Food/Food Insecurity

Objective: Increase food insecurity screenings from 1618 to 2000 by September 30, 2021.

Status: Completed

Strategy (approaches taken, and resources used) and highlights from this effort: In FY21, Northern Light Mayo Hospital was successful in screening patients for food insecurity and tracking the data. We expanded to eight sites participating in the two-question validated screening. We have received wonderful feedback and have been able to directly help many families. In addition to the work with Good Shepherd Food Bank, we have partnered with the Christine B. Foundation to provide oncology patients with healthy nutritious foods, weekly, at no cost. This partnership has enhanced our ability to meet the food needs of our patients.

Partners engaged: Northern Light Mayo Hospital partnered with the following entities on this priority: Good Shepard Food Bank
Christine B. Foundation
Piscataquis Healthy Food For All

Outcome measure: In FY21, Northern Light Mayo Hospital engaged eight sites in screening patients for food insecurity. Through these efforts we have been able to reach 2,404 patients and provide 190 with emergency food bags. We have also provided hundreds of food bags to our oncology patients weekly through our partnership with the Christine B. Foundation. Our efforts have helped ensure our patients are able to access the food resources they need.

Project lead: Whitney Gould-Cookson, Clinical Dietician

Next steps: In FY22, Northern Light Mayo Hospital plans to continue to enhance the work we do in food insecurity and further expand the sites which participate in the two-question validation screening. We also plan to continue to grow our work with Christine B. in the oncology department and work to incorporate food insecurity screening in the oncology department to ensure our patients in all areas are taken care of appropriately.

Conclusion

Northern Light Mayo 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 LightSM

Mayo Hospital

Progress report update

FY 2022 Progress Report

Priority #1: Substance Use

Objective: Increase the number of Medication-Assisted Treatment options for opioid use readily available in local communities from two to four sites by 9/30/22

Status: Completed

Strategy: In fiscal year 2022 (FY22), Northern Light Mayo Hospital was able to increase the number of sites offering Medication-Assisted Treatment options from two to four.

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

- Northern Light CA Dean Hospital
- Piscataquis County Jail
- Northern Light Primary Care Milo
- Northern Light Women's Health Dover-Foxcroft

Outcome measure: In FY22, Northern Light Mayo Hospital expanded Medication-Assisted Treatment sites from two to four. We were able to provide services to 106 individuals in the practice setting. We were unable to track the number of patients we see in the corrections setting so we know that individuals receiving services is greater than 106 total.

Project lead: Dr. David McDermott, Vice President of Medical Affairs, Senior Physician Executive

Next steps: In fiscal year 2023 (FY23), Northern Light Mayo Hospital will continue to explore ways to bring more Medication-Assisted Treatment options to our region through our in-system practices/resources and our community-based partnerships.

Priority #2: Mental Health

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

Status: In progress

Strategy: In FY22, Northern Light Mayo Hospital further explored programs and curriculums that address the stigma around mental health. We worked with local schools to begin implementing Lion's Quest SEL in the early spring. Lion's Quest social and emotional learning programs support, encourage, and celebrate diversity. This program is designed to create a learning environment based on the needs of all students in an environment in which no one is an outsider because everyone is needed, valued, and important.

Mayo Hospital partnered with several community agencies to host a Mental Health Day at Penquis Valley Middle and High schools. This day aimed to reduce the stigma surrounding mental health and also had students practice stress relieving activities that they could then apply to their everyday lives such as Yoga, painting, breathing, etc.

In addition, we are working with Community Health and Counseling Services (CHCS) on a pilot program at Piscataquis Community Secondary School (PCSS). PCSS was chosen to work with the Maine Department of Education on this Pilot program due to the strong work being done in the schools with the Positive Action Programs co-advised by Northern Light Health staff.

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

- Piscataquis Community Secondary School
- SeDoMoCha Middle School
- Penquis Valley Middle and High Schools
- Community Health and Counseling Services
- PENQUIS
- Helping Hands with Heart Youth Providers Subcommittee
- Rape Response Services

Outcome measure: In FY22, Northern Light Mayo Hospital was unable to achieve our objective for this effort. We engaged five sites and held one school based event. However, we have not implemented a curriculum at this time.

Project lead: Breann Clayton, Community Health Specialist

Next steps: In FY23, Northern Light Mayo Hospital will implement the Lion's Quest curriculum in two Piscataquis County schools. This will fulfill the goal we had hoped to reach by September 2022. In addition, Mayo 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 #3: Obesity

Objective: Increase the number of evidence-based programs focused on increasing access to and availability of physical activity from one to two by September 30, 2022.

Status: Completed

Strategy: In FY22, Northern Light Mayo Hospital's Community Health specialist, Kate Fergola, worked with schools, childcare centers, and afterschool programs to bring fun, and engaging programs that focus on healthy eating and active living. We held a successful story walk in July in partnership with SNAP (Supplemental Nutrition Assistance Program) Education and have been offering free afterschool programming at SeDoMoCha since the start of the 2022-2023 school year.

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

- MaineHealth Let's GO Program

SeDoMoCha Elementary/Middle School
Summer Meals
SNAP Education
26 Childcare Centers in Piscataquis County

Outcome measure: In FY22, Northern Light Mayo Hospital implemented two evidence based physical activity programs at eight sites and reached approximately 630 youth community members.

Project lead: Kate Fergola, Community Health Specialist (5-2-1-0 Coordinator)

Next steps: In FY23, Northern Light Mayo Hospital will continue to partner with local childcare centers, schools, after school programs, and local food resources to bring healthy eating and active living education to the community. We have made significant progress over the last three years and are excited about our future plans.

Priority #4: Access to Healthy Food/Food Insecurity

Objective: Increase food insecurity screenings from 964 to 1000 by September 30, 2022.

Status: Completed

Strategy: In FY22, Northern Light Mayo Hospital worked hard to implement the screening throughout our organization. By providing continued education related to the importance of using the validated 2-question food insecurity screening at all of our sites while maintaining proper documentation of efforts, and continued work with community partners will ensure that we are meeting the needs of our patients and our community. We are proud to report we were able to complete and exceed our goal.

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

- Good Shepherd Food Bank
- Primary Care Practices (Corinth, Milo, Dexter, Dover-Foxcroft)
- Northern Light Mayo Emergency Department
- Northern Light Mayo Medical Surgical Unit
- Northern Light Mayo Oncology Unit
- Northern Light Mayo Obstetrics Unit
- United Way
- Piscataquis Regional Food Center (PRFC)

Outcome measure: In FY22, Northern Light Mayo Hospital had eight sites screening for food insecurity. We conducted 4,391 screenings, helped 304 patients who screened positive and expanded the number of sites screening by one.

Project lead: Whitney Gould-Cookson, Clinical Dietitian

Next steps: In FY23, Northern Light Mayo Hospital will continue to screen patients for food insecurity and help patients get connected to vital resources when needed.

Conclusion

Northern Light Mayo 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.