

Community Health Strategy

Addressing Community Health Needs Fiscal Year 2020-2022

**Northern Light
Mayo Hospital**



Northern Light.

Mayo Hospital

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Introduction

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

Northern Light 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.

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

About Northern Light 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 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.

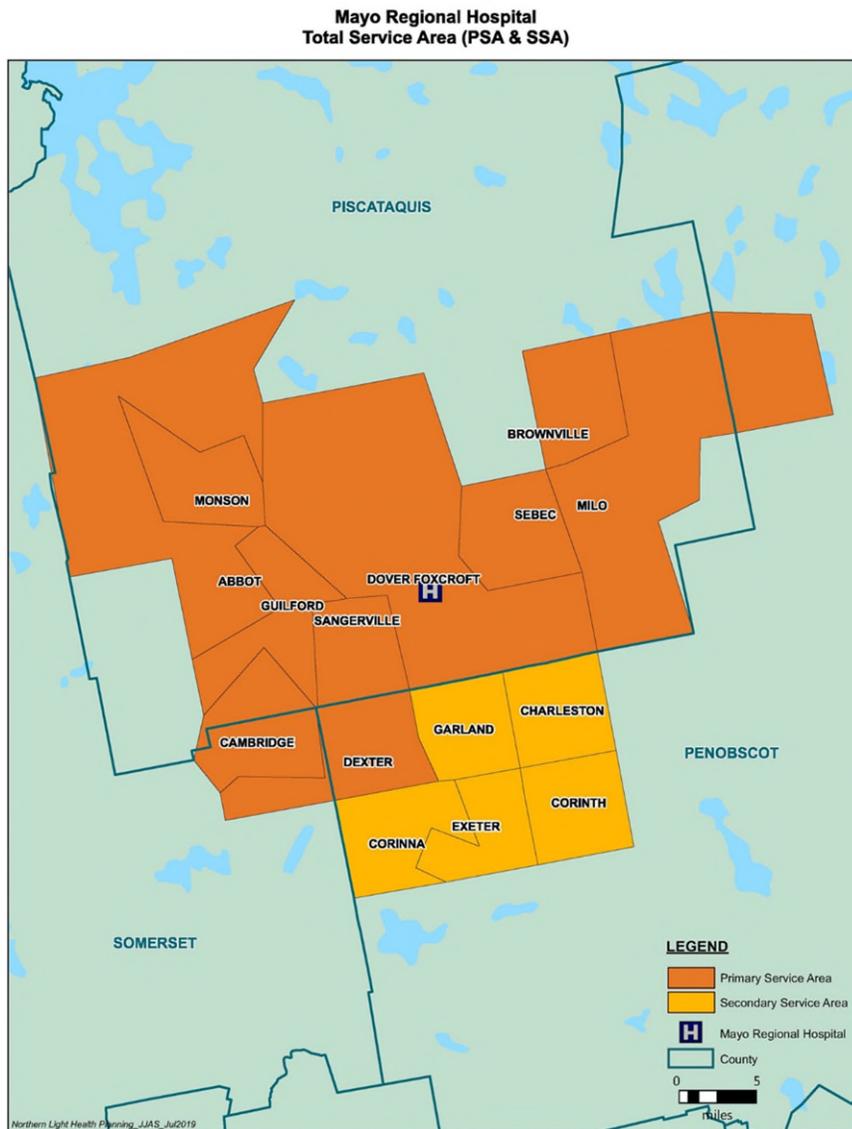
Our core mission has always been to provide high-quality, compassionate healthcare to those who live and work in our communities. To further this mission, Mayo has outpatient health centers in the towns of Corinth, Dexter, Dover-Foxcroft, and Milo.

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

On March 1, 2020 Hospital Administrative District No. 4, dba Mayo Regional Hospital, merged into MRH Corp., dba Northern Light Mayo Hospital becoming the tenth hospital in the Northern Light Health system. As a newly formed legal entity Northern Light Mayo Hospital has prepared this Community Health Strategy to guide its Community Health Improvement efforts.

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 (TSA's) are developed by the Northern Light Health Planning department based on neighboring zip codes from which a majority of a hospital's inpatient admissions originate. TSA's can sometimes overlap due to hospital locations or because of the specialty services provided by the hospitals.



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

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

Addressing Community Health Needs

Shared Community Health Needs Assessment

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

Results of the 2019 Shared CHNA along with community input were used to inform the development of this three-year Community Health Strategy by Northern Light 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, local Public Health District Liaisons, local business leaders, and community advocates.

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

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

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

- Chief Executive Officer
- Vice President of Quality and Education
- Emergency Medical Services Director
- Nurse Navigators from the primary care practices
- Vice President of Patient Care Services
- Director of Mayo Community Outreach
- Registered Clinical Dietitian
- Inpatient Nursing Director

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

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

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

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

Evaluation Efforts

Northern Light 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 impact. Through internal 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 reports will inform our fiscal year-end Progress Report to Our Community that will be made publicly available on our community health strategy web page.

Feedback Opportunity

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

Approval from Governing Boards of HAD#4 and MRH Corp.

On March 27, 2019, approximately eleven months prior to the March 1, 2020 date that HAD#4 dba Mayo Regional Hospital joined the Northern Light Health system by merging into MRH Corp. dba Northern Light Mayo Hospital, the governing board of HAD#4 approved a Community Health Strategy. On August 26, 2020 the governing board of MRH Corp. dba Northern Light Mayo Regional Hospital, the successor by merger to HAD#4, adopted a resolution approving and adopting both the Shared CHNA and the Community Health Strategy on March 27, 2019.

Selected Priorities of Focus

Priority #1: Substance use

Rationale

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

The Northern Light Mayo Hospital's Community Health Strategy team determined it was feasible to address this need. Data shows Piscataquis County has a high rate of substance exposed infants per 1,000 live births (13.2% in Piscataquis, 11.6% in Penobscot, 14.1% in Somerset, and 7.7% in Maine). There are substantial local community assets and Northern Light 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 Northern Light Health.

Intended action to address the need

Northern Light Mayo Hospital plans to engage expectant mothers with substance use disorder by offering annual education opportunities focused on substance use prevention that will have a positive impact on both the mother and substance exposed infants.

Anticipated impact of these actions/expected outcomes

We anticipate that our efforts will result in improved identification of expectant mothers with substance use disorder, improved access to substance use treatment services, and thus ultimately improve the health of the people we serve and the community at large.

Programs and resource allocation

We plan to dedicate necessary Northern Light Mayo Hospital internal resources in the form of time devoted to annual community health improvement planning, implementation, and evaluation, within the community health, clinical, and administrative departments.

Planned collaborations

Northern Light Mayo Hospital will partner with the Piscataquis County Sheriff's Department and the Dover-Foxcroft, Milo, Dexter, and Greenville Police Departments to offer residents a safe and environmentally responsible means of drug disposal.

Plan for measuring impact

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

Population of focus

Low income adults, teenagers, and infants living in rural Piscataquis County

Priority #2: Mental 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. 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 health care.

The Northern Light Mayo Hospital Community Health Strategy team recognizes that addressing mental health needs is a priority for our community. Data shows Piscataquis County has a high rate of emergency department use for mental health needs per 10,000 visits, almost double the state average (353.8 in Piscataquis, 165.9 in Maine, 280.6 in Penobscot, and 298.1 in Somerset). 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 action to address the need

Northern Light Mayo Hospital plans to increase access to mental health providers through the implementation of telehealth resources at its primary care sites. We will also utilize community-based telehealth options when available.

Anticipated impact of these actions/expected outcomes

Northern Light Mayo Hospital anticipates decreasing overall rate of emergency department visits specific to mental health needs.

Programs and resource allocation

Northern Light Mayo Hospital will engage our physicians, executives, nursing staff, managers and staff members to address the needs of our community regarding mental health.

Planned collaborations

Northern Light Mayo Hospital will partner with Northern Light Acadia Hospital's nurse practitioner and licensed clinical social worker to offer mental health specific services to our patients. Community-based telehealth options will be engaged as appropriate.

Plan for measuring impact

Northern Light Mayo Hospital will monitor and evaluate the strategies related to this priority area of work for the purposes of tracking the implementation of those strategies as well as to document the anticipated impact.

Through internal quarterly reporting practices, we plan to document, and track measures, approaches, and resources used; partners engaged; and highlights related to this priority area of work. These quarterly reports will inform our fiscal year-end Progress Report to Our Community that will be made publicly available on our community health strategy webpage.

Population of focus

Low income adults, children, and elderly living in rural Piscataquis County who are uninsured and experience transportation challenges.

Priority #3: Access to care

Rationale

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

The Northern Light Mayo Hospital's Community Health Strategy team has identified access to care as a priority need that we are well-positioned to address. Hospital level data reveals Mayo Hospital has a higher than desired rate of patients unable to get same day appointments and same day return phone calls. In addition to a robust network of community partners, Mayo Hospital has resources available to be leveraged in support of this need. There are many options for evidence-based policy and environmental strategies that may be employed to reduce barriers to care in both our community and organization.

Intended action to address the need

Through the use of the patient survey score, Northern Light Mayo Hospital will review data related to question "the provider returns the call within the same day during office hours" with a goal improving frequency of this question being answered in the affirmative.

Anticipated impact of these actions/expected outcomes

Northern Light Mayo Hospital anticipates increasing available appointment hours with primary care providers to include evenings and weekends by 2022. This will improve patient outcomes when treatment efforts are engaged upon earlier in the process. We anticipate improvement in the following:

- Improve primary care provider same day access
- Improve hours of availability including evenings and possibly weekends
- Maintain scheduled open access appointments daily
- The offices will be developing plans to answer all calls during the business day

Programs and resource allocation

Northern Light Mayo Hospital plans to support this initiative with staff time that may include provider educational events, educational material, and staff involvement.

Planned collaborations

Northern Light Mayo Hospital will continue to partner closely with regional partners including Northern Light CA Dean Hospital and other Northern Light Health practices, community health organizations, Emergency Management Services, and other partners to be identified.

Plan for measuring impact

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

Population of focus

Low income adults, children, and elderly living in rural Piscataquis County where minimal industry and transportation options are available.

Priority #4: Obesity

Rationale

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

Physical activity and nutrition has been identified by the Northern Light Mayo Hospital's Community Health Strategy team as a priority need for our region. Piscataquis County has high obesity rates among high school students. Piscataquis County is 8% higher than the state average (23% in Piscataquis, 18.7% in Penobscot, and 15% in the State). Mayo Hospital has resources available to be leveraged in support of this need, as well as the ability to utilize support and assets of our community partners. There are numerous opportunities for implementing effective evidence-based strategies in a variety of settings that will improve physical activity and nutrition options and behaviors for our community members.

Intended action to address the need

Through educational outreach activities designed to raise awareness of healthy eating and active lifestyle options, Mayo Hospital intends to engage a variety of sectors from childcare centers, schools, and primary care offices to positively impact healthy weight levels in children under the age of 18.

Anticipated impact of these actions/expected outcomes

Northern Light Mayo Hospital intends to partner with community-based organizations to provide access to and promote physical activity and healthy nutrition as a way to reduce the prevalence of chronic disease.

- Teach children under the age of 18 healthy eating and active lifestyle habits.
- Provide nutrition education and counseling for patients with obesity with our registered clinical dietitian.
- Continue to work with Piscataquis's "Healthy Food For All" program to enhance our patients knowledge of healthy food options.

Programs and resource allocation

Northern Light Mayo Hospital plans to commit dedicated staff time to support effective evidence-based strategies to improve physical activity and nutrition options.

Planned collaborations

Northern Light Mayo Hospital intends to partner with community-based organizations to provide access to and promote physical activity and healthy nutrition to reduce the prevalence of chronic disease.

Plan for measuring impact

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

Population of focus

Low income adults and children living in rural Piscataquis County

Priority #5: Social Determinants of Health

Rationale

A community's health can be determined in part by access to social and economic opportunities, the safety and cleanliness of environments, and the resources available in homes, neighborhoods and communities. These social determinants of health are the conditions in which people are born, live, work and play, and affect a wide range of health and quality of life outcomes. Examples of social determinants include socioeconomic status, availability of safe housing, education, access to health care services, and food insecurity. Over the past two decades, a large and compelling body of evidence has revealed that these factors play a powerful role in shaping health. This has resulted in a greater understanding that medical care is not the only influence on health and suggests that traditional health care models may not be enough to adequately improve health outcomes or reduce health disparities without also addressing how people live.

The Northern Light Mayo Hospital's Community Health Strategy team has identified Social Determinants of Health as a priority need for our community. There are substantial local community assets and 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

Through food insecurity screening efforts within Northern Light Mayo Hospital and collaborative efforts with local food pantries, Mayo Hospital intends to raise awareness of food access options for people in need as data shows Piscataquis County having high rates of food insecurity which are 3.4% higher than the national average (Nation = 13.4%, Maine = 15.1%, and Piscataquis = 16.8%).

Anticipated impact of these actions/expected outcomes

Northern Light Mayo Hospital intends to increase the number of patients screened for food insecurity and referred to community resources to positively affect our community population by improving health outcomes and reducing health disparities due to socioeconomic conditions.

Programs and resource allocation

Northern Light Mayo Hospital plans to commit dedicated staff time to support effective evidence-based strategies to improve screening rates and referral options.

Planned collaborations

Northern Light Mayo Hospital plans to collaborate with local and state organizations to address this priority need.

Plan for measuring impact

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

Population of focus

Low income adults, children, and elderly living in rural Piscataquis County where minimal industry and transportation options are available.

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. While the full spectrum of needs is important, Northern Light Mayo Hospital is currently poised to focus only on the highest priorities at this time. Priorities not selected, due to a variety of reasons are listed below:

- Older adult health/Healthy aging – while not specifically identified as a stand-alone priority area of work for Northern Light Mayo Hospital’s Community Health Strategy, three of the identified priority areas of work (mental health, access to care, and social determinants of health) have specifically identified the elderly as a primary population of focus. Therefore, due to our current identified priorities that includes work with our elderly and ongoing collaborative work focused on elder health and healthy aging, we have chosen to focus our efforts on other priority areas of need.

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 2022 and looks forward to ongoing community participation in these important efforts.

Appendix

Evaluation of Impact

Progress report on selected priorities from the Community Health Needs Assessment undertaken by Hospital Administrative District No. 4, dba Mayo Regional Hospital in 2016:

Because of its status as a quasi-governmental hospital administrative district, prior to March 1, 2020, HAD#4, the predecessor by merger to Northern Light Mayo Hospital, was not required to provide certain reporting elements connected to the Community Health Needs Assessment. Northern Light Mayo Hospital intends to evaluate and report on the impact of its efforts going forward.

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. In order to do so effectively, we will regularly monitor the impact of our community health efforts and make this information widely available to our communities in the form of annual Community Benefit statements, and this triennial Community Health Strategy report.

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