Northern Light Acadia Hospital

Community Health Implementation Stategy

Addressing Community Health Needs

Fiscal Year 2026-2028

Northern Light Health℠

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Introduction

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

Northern Light Acadia Hospital is committed to shaping health improvement efforts in its service area based on sound data, personal and professional experience, and community need. Through collaborative efforts, Northern Light Acadia Hospital creates healthier communities through the provision of services, resources, and programs within and beyond the walls of the hospital.

About Northern Light Health

At Northern Light Health, we're building a better approach to healthcare because we believe people deserve access to care that works for them. As an integrated health delivery system serving Maine, we're raising the bar with no-nonsense solutions that are leading the way to a healthier future for our state. Our care team—in hospitals, primary and specialty care practices, long-term and home healthcare, behavioral healthcare, and ground and air medical transport and emergency care—are committed to making healthcare work for you: our patients, communities, and employees. For additional information, visit https://northernlighthealth.org/About-Us to access our annual report.

About Northern Light Acadia Hospital

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

Our Mission: To empower people to improve their lives.
Our Vision: To be the psychiatric provider of choice.
Our Values: Compassion, Accountability, Integrity, Respect
Our Promise: We make healthcare work for you.

We are committed to:
Raising quality through innovation, teamwork, and efficiency.
Making health and care accessible and straightforward.
Guiding families and individuals through the care experience.
Delivering care focused on the diverse needs of each person.

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

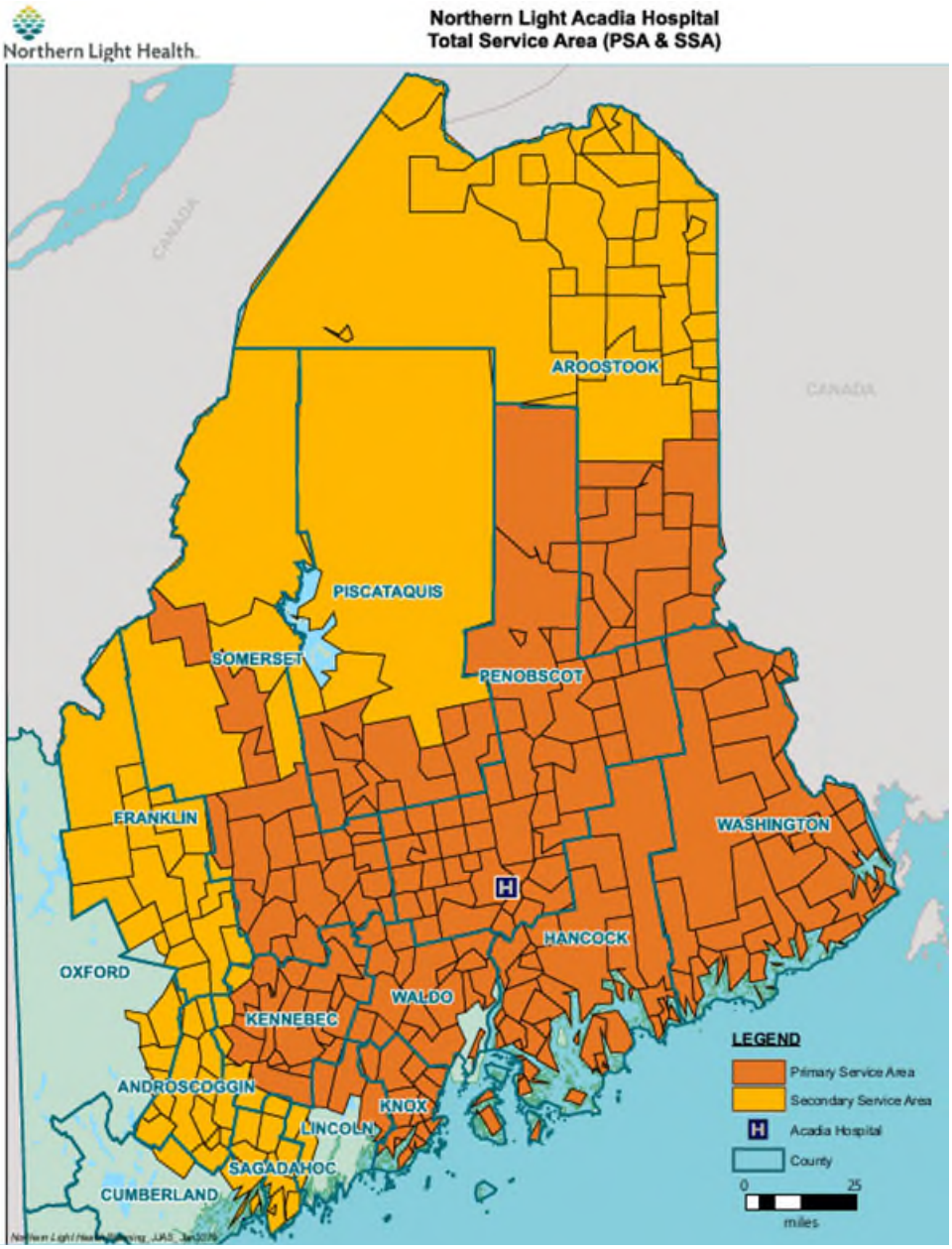
We meet patients where they are. Whether in our offices or virtually from the comfort of their home through tele-health, Acadia makes patient access easy. Acadia Hospital's services reach deep into our communities through many specialized programs including our Behavioral Health Home, Opioid Health Home,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

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

Northern Light Acadia Hospital is a member of Northern Light Health, an integrated health delivery system in Maine with nine hospitals, home care and hospice, emergency transport network, population health company, and retail pharmacy.

Definition of Community Served

Located in Bangor, Maine, Northern Light Acadia Hospital has a service area comprised of both primary and secondary service areas, together referred to as the total service area. Total service areas (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 locations or because of the specialty services provided by the hospitals.



Reference the associated State of Maine's Statewide Health Profile for key demographic information.

Addressing Community Health Needs

Shared Community Health Needs Assessment

In 2025, Maine's four largest healthcare systems – Northern Light Health, Central Maine Healthcare, MaineGeneral Health, and MaineHealth – as well as the Maine Community Action Partnership, and 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. Value in partnering is derived from the recognition that the partners' missions cut across the multitude of factors that influence a person's health and well-being and the overlap in service areas, patient populations, and services and programs.

This assessment cycle, the Maine Shared CHNA continued its collection and analysis of data covering community conditions and social drivers of health, protective and risk factors, and health conditions and outcomes at the urban, county, state, and national level. This cycle saw expanded efforts to engage communities across Maine; conducting statewide focus groups with the following populations: multigenerational Black/African American; veterans; people who identify as a protected class; women; youth; and young adults. In addition, county-level focus groups engaged people having low-income, key informant interviews were held with individuals having specialized knowledge or experience relevant to community health and well-being issues, and a statewide community survey, which was open to anyone in living in Maine, to learn about local resources and strengths of their communities and their own health and well-being. Both the quantitative and qualitative data were used to inform a health and well-being prioritization process held with stakeholders at county-based forums. 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 2025 Shared CHNA along with community input were used to inform the development of this three-year Community Health Implementation Strategy by Northern Light Acadia Hospital. The efforts identified within help demonstrate our commitment to our community, as we provide benefits reflective of our mission and tax-exempt status. These benefits include a focus on the clinical, social, and environmental factors that influence the ability of people to lead healthier lives.

Community Health Implementation Strategy

This Community Health Implementation Strategy was developed with input from community stakeholders including those who serve priority populations, public health partners, business leaders, and community advocates.

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

Northern Light Acadia Hospital reserves the right to amend this Community Health Implementation 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

Community members and stakeholders identified priority areas based on three domains as detailed in the county-level Community Health Needs Assessment (CHNA) report:

Community conditions

- Factors that affect people's health and well-being in the places where they live, work, and play.

Protective and risk factors

- Protective factors are characteristics associated with more positive health and well-being outcomes.
- Risk factors are characteristics associated with a higher likelihood of negative outcomes.

Health conditions and outcomes

- Health conditions refers to a person's state of health.
- Health outcomes are the changes in one's health status as a result of healthcare services or interventions.

The county CHNA forum priority voting revealed that ***mental health, substance use, and chronic conditions*** were among the top priorities identified in almost every county. Northern Light Health recognized the value, reach, and impact of aligned engagement efforts with a shared purpose and therefore, identified these three priority areas for Northern Light member hospitals to engage in common strategies to achieve greater statewide impact. We are uniquely positioned to have the most impact on these priorities through system and community-clinical collaborations to meet the needs of those we serve.

Northern Light Acadia Hospital's Community Health Implementation 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. Acadia Hospital's planning team also considered local readiness and capacity to address these needs in partnership with our communities. Our planning team included representatives with knowledge and insight of the communities we serve.

Members of Acadia Hospital's Community Health Implementation Strategy team included individuals representing the following organizations:

- Bangor Area Recovery Network (BARN)
- Heart of Maine/ United Way, VP & Chief Impact Officer
- Maine Center for Disease Control and Prevention, Penquis District Public Health Liaison
- Maine Department of Health and Human Services, Assoc. Director Children's Behavioral Health
- Penquis, Chief Operating Officer
- Together Place
- Northern Light Acadia Hospital, AVP Ambulatory Services
- Northern Light Acadia Hospital, AVP, Community Services
- Northern Light Acadia Hospital, Community Health Manager
- Northern Light Acadia Hospital, Director, Integrated Behavioral Health
- Northern Light Acadia Hospital, Director, Quality
- Northern Light Acadia Hospital, Director, SU/Addiction Medicine Clinic
- Northern Light Acadia Hospital, VP, Nursing & Patient Care Services

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

- **Shared CHNA prioritization**: How the health priority ranked in the Shared CHNA.
- **Systemwide**: Priority areas of work as determined by Northern Light's Community Health Workgroup.
- **Health equity**: Which populations are disproportionately affected by the priority area of focus; which populations may be experiencing unique barriers to resolve the issue; and what data or themes emerged from the CHNA Forums, the County Data Health Profile, and the Community Engagement Profile that reinforce selecting one or more populations of focus.
- **Ability to leverage local community assets**: Identification of potential community partnerships to engage in order to address the priority need, or to build on current programs, emerging opportunities, or other community assets.
- **Expertise**: Northern Light Acadia Hospital experts and local partnership experts in various priority areas.
- **Feasibility**: Northern Light Acadia Hospital has the ability to have an effect given the community benefit resources available.

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

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

Evaluation Efforts

Northern Light Acadia Hospital will monitor and evaluate the strategies related to this priority area of work for the purpose of tracking the implementation of those strategies as well as to document the anticipated 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 Implementation Strategy web page.

Feedback Opportunity

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

Approval from Governing Board

Northern Light Acadia Hospital's Community Health Implementation 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 Implementation Strategy on May 14, 2025

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Selected Priorities of Focus

Northern Light members will engage in the following three systemwide priorities to leverage the effect in our communities in a consistent and measurable way:

Behavioral Health

Rationale

Behavioral health encompasses mental health, substance use, and health behaviors. Untreated behavioral health needs stemming from a variety of factors such as adverse childhood experiences (ACEs), post-traumatic stress disorder (PTSD), and other factors, are associated with financial and housing instability through increased unemployment or underemployment and fragmentation of supportive social relationships. Individuals with unaddressed behavioral health needs often cycle in and out of poverty and homelessness, worsening their mental and physical health outcomes. Behavioral health can affect an individual's ability to practice good health behaviors and seek care or resources when needed. 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, dispel common misperceptions, and address barriers to accessing behavioral healthcare.

The Northern Light Acadia Hospital's Community Health Implementation Strategy team recognizes that addressing behavioral health through specific mental health and substance use needs are priorities for our community with a focus on health equity, especially for those who may be experiencing health disparities. There are substantial local community assets and Acadia Hospital has resources available to help support these needs. Furthermore, there are many options for evidence-based mental health and substance use interventions and services that promote appropriate and effective prevention, identification, and treatment for behavioral illnesses.

Priority: Mental Health

Intended actions to address the need

Northern Light Acadia Hospital will strengthen communities and care environments to improve awareness of mental health needs and improve health outcomes by:

- Providing identification and treatment of depression through routine screening.
- Providing evidence-based training and education to schools and other youth-serving organizations.
- Reducing the stigma surrounding mental health through education, community-based programs, and promotion of available resources.
- Collaborating with community organizations to increase community awareness of mental health needs and strengthen resources and support networks.

- Promoting Northern Light Health's findhelp.org as a resource for community services and supports.

Anticipated impact of these actions/expected outcomes

Northern Light Acadia Hospital anticipates:

- Using evidence-based training, and other resources, schools and other organizations will have the tools to support youth in our state experiencing a mental health crisis and/ or a traumatic event, how to reduce stigma, and access available resources. Through this work, individuals will gain the confidence and capacity to recognize signs of an individual experiencing stress or traumatic reactions, especially youth, and how to refer to appropriate resources.
- Data from Social Determinants of Health (SDOH) screening tools will be used to inform what types of supports and efforts will be used for those experiencing depression, isolation, and loneliness, especially adults.

Programs and resource allocation

Northern Light Acadia Hospital will dedicate internal staff resources to engage the community, statewide, through evidence-based trainings (both in-person and virtual trainings) and through the use of various tools and programs such as:

- Psychological First Aid (PFA) that provides individuals with the tools to offer immediate support to those experiencing a traumatic or stressful events.
- CARES 2.0 (Child-Adolescent Resource and Education Series) tools and resources for Maine schools, youth service organizations, and the public at large.
- RACES (Responding to Adverse Childhood Experiences) videos and curricular for schools, social service agencies, and healthcare organizations.
- SDOH screening tools and data.

Acadia Hospital will host, collaborate, and participate in a variety of mental health awareness events focused on reducing stigma surrounding mental health such as Acadia's Hope Day and Northern Light Eastern Maine Medical Center's Youth Mental Health Summit. In addition, Acadia will work towards developing and implementing various mental health stigma reduction efforts for both youth and adult populations.

Planned collaborations

Northern Light Acadia Hospital will collaborate with:

- Schools throughout the state, community-based organizations such as local YMCAs, United Way Heart of Maine, Penquis Community Action Program, and other Northern Light member organizations to provide programming.
- The Maine Pediatric & Behavioral Health Partnership to educate, support and empower pediatric care providers and their clinical team members through training and ongoing web-based and telephonic patient care consultations with behavioral health providers.
- Community organizations and hospital departments to improve access to care and supports for individuals experiencing loneliness and isolation.

Population of focus

Northern Light Acadia Hospital has resources and partnerships available to be leveraged in support of this need specific to the following populations:

- Youth with mental health needs
    - Almost 33% of Maine's middle school students and 35% of high school students reported feeling sad and hopeless almost every day for two weeks or more in a row causing them to stop engaging in some usual activities. Youth experiencing mental health needs are at an increased risk of substance use and other unsafe behaviors, and issues at school.
- People affected by social isolation or loneliness
    - Over 27% of Maine's residents who responded to the Shared CHNA survey indicated social isolation or loneliness negatively impact their mental health. Almost 38% felt social isolation or loneliness

negatively impacted a loved one, and almost 56% felt their community was impacted. Social isolation or loneliness can be linked to adverse health outcomes such as depression and anxiety, substance use, cardiovascular diseases, and cognitive decline.

- Youth living in poverty
    - Almost 12% of Maine's children live in poverty. Youth living in poverty are more likely to experience mental health needs than those not living in poverty.

Priority: Substance Use

Intended action to address the need

Northern Light Acadia Hospital will improve access and services to reduce the impact of substance use in our communities through prevention, treatment and recovery by:

- Increasing access to Medication Assisted Treatment through primary care offices.
- Providing community education and promotion of substance use prevention and treatment options.
- Partnering with community organizations to support and promote substance use recovery resources.
- Promoting Northern Light Health's findhelp.org as a resource for community services and supports.

Anticipated impact of these actions/expected outcomes

Through the use of evidenced-based assessments and models of care, Northern Light Acadia Hospital anticipates that patients will have improved access to Medication Assisted Treatment and programs through Northern Light Health's primary care offices and Northern Light Acadia's outpatient clinics, resulting in improved outcomes. Through community outreach efforts to provide education on access to care, substance use prevention, and support recovery efforts, we look to reduce stigma associated with such services by community members.

Programs and resource allocation

Northern Light Acadia Hospital will:

- Dedicate internal staff resources (e.g., primary care providers and other staff) to receive proper education and training to support efforts proposed under this priority area.
- Community health staff will provide relevant education and training to Acadia staff members and community members through outreach efforts.
- Partner with community organizations, and internal staff, to promote findhelp.org as a resource for support groups and other recovery support efforts.

Planned collaborations

Northern Light Acadia Hospital will collaborate with:

- Community recovery centers such as Bangor Area Recovery Network (BARN) and the Together Place that train and deploy recovery coaches who help guide and support individuals seeking recovery.
- Penquis CAP, Heart of Maine (United Way), and the Penquis Public Health District to provide substance use resources for community awareness and access efforts.

Population of focus

Northern Light Acadia Hospital has resources and partnerships available to be leveraged in support of this need specific to the following populations:

- Youth with substance use disorders
    - Maine's residents experience higher drug-induced death compared to the nation's rate. Additionally, over 22% of Maine high school students used alcohol and over 21% used marijuana, during the past 30 days.
- People affected by social isolation or loneliness
    - Over 27% of Maine's residents who responded to the Shared CHNA survey indicated social isolation or loneliness negatively impact their mental health. Almost 38% felt social isolation or loneliness negatively impacted a loved one, and almost 56% felt their community was impacted. Social

isolation or loneliness can be linked to adverse health outcomes such as depression and anxiety, substance use, cardiovascular diseases, and cognitive decline.

- Youth living in poverty
  - Almost 12% of Maine's children live in poverty. Youth experiencing poverty are at an increased risk for substance use disorders and social and emotional impacts across the lifespan.

Chronic Conditions

Priority: Chronic Conditions

Rationale

Chronic conditions such as cardiovascular disease, cancer, and obesity result in significantly higher rates of healthcare utilization and costs and cause poorer health outcomes and decreased quality of life. Individual behaviors such as avoiding smoking, limiting alcohol consumption, maintaining a healthy diet, and engaging in regular physical activity can significantly reduce the risk of developing chronic conditions. Community conditions such as poverty, housing instability, poor housing quality, and transportation issues are associated with higher risks of chronic conditions because they make it harder to access healthcare and maintain good health. A comprehensive approach to addressing chronic conditions, including environmental approaches, healthcare system interventions, and community programs, can support healthy individual behaviors and communities and improve access to services to prevent and manage chronic conditions.

The Northern Light Acadia Hospital's Community Health Implementation Strategy team determined it was feasible to address this need with a focus on health equity, especially for those who may be experiencing health disparities. There are substantial local community assets and Acadia Hospital has resources available to be leveraged in support of this need. Furthermore, there are many options for evidence-based interventions and services that promote appropriate and effective prevention, early detection, and treatment of chronic conditions.

Intended action to address the need

Northern Light Acadia Hospital will improve chronic condition outcomes for our communities through chronic disease preventions, early detection, and health outcomes by:

- Ensuring that community members have access to chronic conditions screening and preventive care services.
- Partnering with community organizations to educate and empower community members in the prevention and management of chronic conditions through healthy behaviors.
- Supporting prevention and management of chronic conditions by providing access to healthy food options through distribution of food bags and pop-up produce markets in partnership with community based organizations.
- Promoting Northern Light Health's findhelp.org as a resource for community services and supports.

Anticipated impact of these actions/expected outcomes

Northern Light Acadia Hospital anticipates reducing the stigma associated with mental health treatment, through the identification of positive depression screenings resulting in an increase of individuals seeking mental health treatment at Northern Light Acadia Hospital and Northern Light Health primary care offices.

Programs and resource allocation

Northern Light Acadia Hospital will:

- Dedicate internal staff and resources to address and promote activities related to this priority.
- Use screening data to inform progress on this priority.

- Collaborate with primary care offices and emergency departments to provide resources and support in stigma reduction education and messaging.

Planned collaborations

Northern Light Acadia Hospital will collaborate with primary care offices, Northern Light Health member organizations, and community partners such as Penquis CAP, Heart of Maine, and the Yellow Tulip Project in order to reach a wider audience throughout the community to implement stigma reduction efforts.

Population of focus

Northern Light Acadia Hospital has resources and partnerships available to be leveraged in support of this need specific to the following populations:

- Individuals with mental health conditions
    - Over 26% of Maine adults reported medically recognized depression, while almost 24% reported medically recognized anxiety at some point in their lifetime. These conditions could influence chronic disease outcomes such as increased rates of cardiovascular disease, hypertension, and decreases in cancer screenings.
- Individuals living in poverty
    - Almost 11% of Maine residents live in poverty, while almost 12% of Maine children live in poverty. Across the lifespan, individuals living in poverty are at an increased risk for chronic conditions and lower life expectancy.
- Individuals who are uninsured and underinsured
    - Almost 7% of Maine residents are uninsured and almost 28% are enrolled in MaineCare. Over 7% of residents report cost barriers to health care.

Health Priorities Not Addressed

Northern Light Acadia Hospital considered all priorities identified in the Shared CHNA, as well as other sources, through an extensive review process. We recognize that domain specific priorities may inherently be linked to one another and that for priorities not specifically selected by Northern Light Acadia Hospital, community based organizations are poised to address and lead effective efforts. Priorities not selected, are listed below:

Community Conditions

- Housing and poverty were not selected as standalone priority areas of focus but we understand their connection to higher risks of chronic conditions and will look to community benefit organizations focused on these issue to lead efforts.
- Transportation was not selected as a standalone priority of focus, but we understand its connection to higher risks of chronic conditions and will look to community benefit organizations focused on this issue to lead efforts. Our hospital collaborates with patients in need of transportation to and from their healthcare needs by providing access to rides (e.g., taxi, vans, ride share programs, buses, etc.,).

Protective and Risk Factors

- Adverse Childhood Experience (ACEs) was not selected as a standalone priority of focus, but we understand its impact on our behavioral health priority areas of work and will look to community benefit organizations focused on this issue to lead efforts.
- Nutrition was not selected as a standalone priority of focus, but we understand its connection to higher risks of chronic conditions. We will continue to engage in collaborative work and initiatives focused on nutrition but will look to community benefit organizations focused on this issue to lead efforts.

Conclusion

Northern Light Acadia Hospital is thankful for the participation and support of our community members and many area organizations in the Shared CHNA process and for contributing their knowledge of local community health needs. Through existing and future partnerships, collaborative efforts will be essential in addressing the identified community health implementation strategies prioritized within.

Northern Light Acadia Hospital will engage in another Shared CHNA in 2028 and looks forward to ongoing community participation in these important efforts.

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Appendix

Evaluation of Impact

Progress report on selected priorities from Northern Light Acadia Hospital's last (2022) Community Health Needs Assessment.

Northern Light Health and Northern Light Acadia Hospital are committed to promoting a culture of community stewardship and partnering together with community stakeholders to address high priority health issues. To do so effectively, we regularly monitor the effect of our community health efforts and make this information widely available to our communities in the form of annual Community Benefit statements, and this triennial Community Health Implementation Strategy. The following annual Progress Report to Our Community provides a summary evaluation of impact of the actions taken by Acadia Hospital to address community health priorities adopted in 2022.

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 Report to Our Community is provided:

- Progress Report to Our Community Fiscal Years 2023-2025

For additional information, visit https://northernlighthealth.org/Community-Health-Needs-Assessment/2022-Community-Health-Strategy

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Progress Report to our Community

Fiscal Years
2023-2025

Addressing community health needs.

Northern Light Acadia Hospital is committed to shaping health improvement efforts in our service area based on sound data, personal and professional experience, and community need. Through collaborative efforts, Acadia Hospital creates healthier communities through the provision of services, resources, and programs beyond our hospital's walls.

We used the results of the 2022 Community Health Needs Assessment along with community input to inform the development of our three-year Community Health Strategy. As a member of Northern Light Health's Community Health Council, Acadia Hospital recognized the value, reach, and influence of aligned engagement efforts with a shared purpose. The following three priority areas were adopted as shared priorities where Northern Light Health member organizations would engage in common strategy to achieve greater statewide impact:

- Mental health
- Social determinants of health
- Substance use

This report is an update on Northern Light Acadia Hospital's progress on our community health strategy for fiscal years 2023 (October 2022 – September 2023), 2024 (October 2023 – September 2024), and 2025 (October 2024 – September 2025) representing the three years of our three-year health improvement plan.

Northern Light
Acadia Hospital

PRIORITY: Mental Health

Three-year approach *(2023-2025)*		
Goal	**Strategy**	**Objective**
Provide youth and families with the mental and behavioral health resources they need to thrive.	Partner with schools and other community organizations to ensure youth and their families have improved access to mental health prevention, early intervention, and treatment services.	Educate and empower others to recognize, support, and respond to mental and behavioral health needs of youth.

Shared objective:

Increase the number of individuals trained to support the mental health needs of youth.

Northern Light Acadia Hospital trained staff in Psychological First Aid (PFA), an evidence-informed approach to help anyone — children, adolescents, adults, and families — in the immediate aftermath of a traumatic experience and has proven to be effective when someone is experiencing a mental health crisis at any time. PFA shines a light on the impact of collective trauma, builds resiliency, and assists in self-care action plans by incorporating five evidence-based principles: safety, calming, connectedness, self and community reliance, and hope.

Certified Acadia Hospital staff then engaged schools and/or youth serving organizations to educate and empower individuals to respond to mental and behavioral health needs of youth using the PFA training model. Attendees received training in eight core elements: engagement, safety, stabilization, information gathering, practical assistance, connection to social supports, information on coping, and connecting with collaborative services. Systemwide collective impact of our shared objective, since this effort began in 2023, has resulted in 110 training sessions with 2,066 individuals trained.

Fiscal Year 2023 Partners and Community Impact

PARTNERS ENGAGED:

- Bangor YMCA*
- Camp G. Peirce Webber*
- Camp Jordan*
- Northern Light Eastern Maine Medical Center's Emergency Department DEA (Diagnosis, Evaluation, & Assessment)*
- Health Equity Alliance*
- School Administrative Unit (Leeds Central School/ Turner Elementary)*
- Maine Pediatric & Behavioral Health Partnership
- Northern Light Acadia Hospital's new employees*
- Old Town YMCA*
- Penquis Community Action Program*
- Regional School Unit #34*
- Mental Health in the School Setting Project ECHO series
- School Based Behavioral Health Rapid Project ECHO series
- Southern Penobscot Regional Program for Children with Exceptionalities (SPRPCE)*

- 12 community organizations* trained in Psychological First Aid (PFA); 336 individuals trained in PFA.
- Peer to Peer consults between Acadia providers and pediatric primary care providers (internal and external to Northern Light Health).
- 21 peer-to-peer pediatric psychiatry and care coordination consultations done within the Maine Pediatric & Behavioral Health Partnership.
- Monthly webinars and Project ECHO sessions.

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- CARES (Child-Adolescent Resource and Educational Series) surveys distributed statewide to stakeholders, educators, and community organizations. CARES 2.0 updated Maine version and new national version development in process.
- RACES (Responding to Adverse Childhood Experiences) series; filming completed, curriculum in development.

Fiscal Year 2024 Partners and Community Impact

PARTNERS ENGAGED:

Army National Guard*
Bangor Housing - Residence Services staff*
Bangor Public Health & Community Services*
Bangor YMCA (staff, Camp G. Pierce Webber, Camp Jordan)*
Equality Maine*
Maine Department of Education
Maine Air National Guard*
Maine Pediatric and Behavioral Health Partnership
MCD Global
MSAD #53
Northern Light Acadia Hospital (new employees, behavioral health, nursing students)*
Northern Light Medical Transport*
Project ECHO
RSU 34 Old Town Schools & PREP*
RSU 57*
RSU 67 Lincoln Schools*
SAD 52 Greene Central School
Southern Maine Community College (Nursing Students)*
Thomas College Education Students
Turner Elementary School*
University of Maine at Augusta (Nursing Students)*
Victim Advocates – Maine Air & Army National Guard*

- Held 23 training sessions with 15 community organizations* in Psychological First Aid (PFA); 687 individuals trained in PFA.
- Provided 43 peer-to-peer consultations and/or resource coordination to pediatric primary care providers through the Maine Pediatric & Behavioral Health Partnership Program grant.
- Worked with Bangor Housing to provide additional training specifically in trauma informed practices.
- Continued work with the Maine Department of Education to connect with critical school districts, districts that have experienced loss or trauma, to provide PFA.
- Hosted a Yellow Tulip Project Hope Day with community organizations: Bangor Y Teen Center, Rape Response, Evans Rocks the World, Inspired Consulting Group, Orono High School, Maine Behavioral Health Youth Peer Support, Community Health and Counseling Services, and Acadia Addiction Care. Several teens from the area spoke about their experiences with mental health and the barriers and success they have had.
- Collaborating with MCD Global and Maine DOE to provide Project ECHO sessions to Maine school staff, teachers, and administrators to address mental and behavioral challenges in schools.

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Fiscal Year 2025 Partners and Community Impact

PARTNERS ENGAGED:

Calais School Department*
Camp G. Piece Webber*
Camp Jordan*
EMMC Youth Summit
Husson University Employees x2*
Husson University Students*
Maine Air Guard*
Maine Audubon*
Maine Dept. of Education
Maine Discovery Museum*
Maine Behavioral Health/Maine Pediatric & Behavioral Health Partnership
My Place Teen Center*
Northern Light Acadia Hospital new employees*
Community Training at Maine Discovery Museum*
RSU 22*
RSU 76*
Southern Maine Schools*
Stronger Connections ECHO (Maine DOE)
The Maine Pediatric and Behavioral Health Partnership
Thornton Academy*
UMaine Red Cross group/Vol. Ambulance Service*

- 17 community organizations* trained in Psychological First Aid (PFA); 332 individuals trained in PFA.
- Participated in the Stronger Connections ECHO (Extension for Community Healthcare Outcomes) sponsored by the Maine Department of Education that connects educators across the state with mental and behavioral health subject matter experts to discuss cases and create solutions that educators can use in their classrooms.
- Provided 16 peer-to-peer consultations and/or resource coordination to pediatric primary care providers through the Maine Pediatric and Behavioral Health Partnership Program grant.
- Hosted community Lunch and Learn events during eating disorders week, to bring awareness to eating disorders.
- Presented numerous topics at Northern Light Eastern Maine Medical Center's Youth Summit including the connection between social media use and mental health, eating disorders in teens including prevalence, symptoms, and resources; team building, and the connection between nature and mental health.
- Presented "Healthy Coping Skills" for middle school aged students at the Penquis Youth Summit workshop.
- Collaborated with the Maine Discovery Museum to launch a mental health exhibit to invite visitors to write words of encouragement using markers on the mirror for others to see.
- Acadia staff led a "pay it forward" opportunity with young leaders at the Bangor YMCA Leaders School to make friendship bracelets for youth in outpatient programs.

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PRIORITY: Social Determinants of Health

Three-year approach *(2023-2025)*		
Goal	**Strategy**	**Objective**
Improve health outcomes for vulnerable populations.	Partner with community to improve equitable access to social supports, community resources, and healthcare services.	Connect individuals with community resources they need to improve their health and wellbeing.

Shared objective:

Increase community partner engagement with findhelp.org.

Findhelp.org is the nation's leading social care network, making it easier to connect patients and their families with free or reduced-cost programs from local partners and national support services with dignity and ease, and is one component of Northern Light Health's response to need in the communities we serve. Northern Light findhelp will continue to develop, allowing users to search and connect to community services.

Northern Light Acadia Hospital engaged in meaningful, trusted community partnerships to reach priority populations with equitable access to community resources and social supports and connect individuals with community resources they need to improve their health and well-being through the findhelp.org platform.

- In fiscal years 2023 and 2024, Acadia Hospital participated in a monthly systemwide workgroup focused on engagement efforts to educate community partners on the availability and uses of findhelp.org. We assisted those community partners with adding their program information to the platform directory and with activating the ability to receive referrals or requests for information through the platform. Systemwide collective impact of our community engagement shared objective, since this effort began in 2023, has resulted in 69 partners offering 148 programs that increased engagement with FindHelp.
- In fiscal year 2025, Northern Light Community Health researched findhelp data, and engaged clinical user feedback, to understand the most frequently searched social health needs in our geographic region to meet the needs of specific populations. These topic areas were featured on the findhelp platform as specific "folders" containing a minimum of five relevant community resource links providing findhelp users with easy access to the resources compiled by our organization. In fiscal year 2025, collectively across Northern Light Health, there were 50,990 searches for assistance conducted using Northern Light Health findhelp compared to 21,027 searches in 2023. Search data trends show that food assistance remains the dominant need across Maine. This work is ongoing as we continue to identify best options for quick and easy access to resources.
- Additionally, in 2025, Northern Light Community Health participated in a food security resource collaborative convened by the Maine CDC Chronic Disease Prevention and Control Program that included staff from findhelp, Maine 211, MaineHealth, Community Care Partnership of Maine (CCPM) ACO, and community partners. This group identified food security resources in counties with high prevalence of cardiovascular disease (Somerset, Piscataquis, Aroostook, and Washington) that were not listed within findhelp and Maine 211. Members of this collaborative added these missing resources to their respective platforms and plan to pursue a quality improvement project to increase CPPM staff use of findhelp and Maine 211 to address food security and other patient needs.

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Fiscal Year 2023 Partners and Community Impact

PARTNERS ENGAGED:

Aroostook Mental Health Services (AMHC)*
Good Shepherd Food Bank
Health Equity Alliance (HEAL)*
Heart of Maine, United Way
Wings for Children & Families*

- Three community partners* added nine programs to the findhelp directory:
  - AMHC: County Ride Program
  - HEAL: Youth who identify as a protected class group, Community Food Pantry, Naloxone Distribution, Needle Exchange Program, Case Management, HIV/HCV Testing, Sexual Health Services
  - Wings: Wraparound Process Case Management
- 231 food bags distributed to individuals with behavioral health conditions in collaboration with Good Shepherd Food Bank
- 44 gallons of milk given to clients in Addiction Care Services
- 166 diapers and 112 Wipes distributed in collaboration with Heart of Maine United Way
- 3153 lbs. of fresh produce to be given to patients/ clients/staff of Northern Light Acadia

Fiscal Year 2024 Partners and Community Impact

PARTNERS ENGAGED:

BangorHousing*
Christine B. Foundation*
Good Shepherd Food Bank
KidsPeace*
Pittsfield Schools
University of Maine nutrition students

- Three community partners* added four programs to the findhelp directory:
  - BangorHousing: Housing Choice Voucher (Section 8) Program, and HUD Public Housing Program
  - Christine B. Foundation: Cancer Nutrition Assistance Program
  - KidsPeace: Outpatient Mental Health Clinic
- Fresh Produce Day averages 775 lbs. of produce per month
- 350 emergency food bags provided
- Worked with University of Maine nutrition students to develop monthly newsletters handed out during Fresh Produce Day. The newsletters focused on health recipes, food safety tips, and the importance of good nutrition.
- Participated in Bangor Housing's Block Party and Maine Air Guard Family Day to distribute information about Acadia services along with building better relationships with community partners.

Fiscal Year 2025 Partners and Community Impact

As a result of ongoing community engagement and promotion of Northern Light Health findhelp, use of the platform to find assistance continues to increase. In 2025, there were 18,111 searches by Penobscot County residents compared to 6,939 searches in 2023. Search data trends show that food assistance remains the dominant need in Penobscot County.

Northern Light Acadia Hospital created the following findhelp resource folders:

Domestic violence support

1. Rape Response Services – Penquis
2. Legal Services – Partners for Peace
3. Family Shelter – Partners for Peace

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4. Domestic Abuse Hotline – Partners for Peace
5. Household Goods Bank – Welcome to Housing
6. 24-Hour Help Line – Maine Coalition to End Domestic Violence

Mental Health resources

1. Mental Health – Community Health and Counseling Services
2. Outpatient Mental Health Clinic – KidsPeace
3. Mental Health Counseling – Dirigo Counseling Clinic
4. Employment Connections – Maine Mental Health Connections, Inc.
5. Group Therapy for Adults – Northern Light Health
6. Mental Health Services - Full Circle Wellness Center, Inc.
7. Community Family Support Services – Community Care
8. Outpatient Mental Health Clinic – Community Care
9. Together Place Housing – Maine Mental Health Connections, Inc.
10. Pediatric Behavioral Care – Northern Light Health
11. Mental Health Services - New Communities
12. Mental Health Support and Crisis Text Hotline – Crisis Text Line

Substance use treatment/recovery

1. Needle Exchange Program – Health Equity Alliance (HEAL)
2. Medication Assisted Therapy (MAT) – Northern Light Health
3. Naloxone Distribution – Health Equity Alliance (HEAL)
4. Recovery Support Services – Bangor Area Recovery Network
5. Counseling Services – Molly Ministries
6. Better Life Partners: Substance Use Treatment – Better Life Partners
7. Substance Use Disorder (SUD) Program – US Department of Veterans Affairs (VH)
8. Adult Services – Dirigo Counseling Clinic
9. Opioid Health Home – Brighter Heights Maine
10. Addiction Care – Northern Light Health
11. Outpatient Substance Use Counseling – Maine Immigrant and Refugee Services (MEIRS)
12. Group Therapy for Adults – Northern Light Health

Youth support resources

1. Youth who identify as a protected class group – Health Equity Alliance (HEAL)
2. Sexual Health Services – Health Equity Alliance (HEAL)
3. Wraparound Process Case Management – Wings for Children and Families
4. Teen Wilderness Adventures – Appalachian Mountain Club (AMC)
5. Domestic Violence Hotline for Teens & Young Adults – Loveisrespect
6. After School Activity Program (ASAP) – Old Town – Orono YMCA
7. Online Community for Teens who identify as a protected class group – Q Chat Space
8. Shaw Care – Shaw House
9. Teen Line Hotline – TEEN Line
10. TEEN Text Support – TEEN Line

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PRIORITY: Substance Use

Three-year approach *(2023-2025)*		
Goal	**Strategy**	**Objective**
Reduce deaths, disability, and suffering associated with substance use disorder.	Leverage community partnerships to reduce barriers and improve access to and availability of substance use prevention, treatment, recovery, and harm reduction services. Optimize relationships with partners who can help us engage effectively with populations in need.	Improve pathways to prevention, treatment, and recovery for individuals with substance use disorder.

Shared objective:

Improve distribution and preventive access to state sponsored Naloxone kits.

In collaboration with other Northern Light Health member organizations and community-based organizations, trained Northern Light Acadia Hospital staff representing pharmacy and community health departments worked diligently to improve processes and partnerships to reduce barriers and provide equitable access to state-sponsored naloxone (Narcan) kits for priority populations.

Northern Light Acadia Hospital participated in the Maine Naloxone Distribution Initiative[1], which provides state-purchased naloxone to community organizations, clinical sites, and end-users throughout Maine to distribute free of charge. Through a collaboration with Bangor Public Health & Community Services, Acadia Hospital provided education on the use of these naloxone kits to end-users to facilitate the reversal of private overdoses in the community. Systemwide collective impact of our shared objective, since this effort began in 2023, has resulted in 3,257 naloxone kits distributed throughout Northern Light Health's service area.

Fiscal Year 2023 Partners and Community Impact

PARTNERS ENGAGED:

- Maine Pediatric & Behavioral Health Partnership
- Maine Substance Use Disorder (SUD) Learning Collaborative
- Reel Recovery Film Festival
- The Prevent Prescription Drug/Opioid Overdose-Related Deaths Workgroup
- TreatMe: Adolescent SUD conference

- 302 state-sponsored naloxone kits distributed
- Addiction Care Clinic clients receive ongoing access to Narcan, access to resources, and individual meetings in groups receive ongoing information regarding pathways to prevention treatment in recovery.
- Provided organizations within Northern Light, training on Trauma Informed Care

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[1] Distribute Naloxone – Maine Drug Data Hub

Fiscal Year 2024 Partners and Community Impact

PARTNERS ENGAGED:

Bangor Area Recovery Network (BARN)	Recoverypalooza
Bangor Public Health and Community Services	Together Place
Maine General Medical Center	WABI
MaineCare	WMTW

- 155 state-sponsored naloxone kits distributed.
- Established the EConsult for substance use disorder.
- Presentations provided on the following topics: Screening, Brief Intervention and Referral to Treatment; Level-setting and Person First Language and Assessing Potential Risk of Harm for Families Affected by substance use disorder; Older Adults and Substance Use Disorders: Trends and Supportive Interventions; Trauma Informed Care for Patients with substance use disorder; MAT (Medication-Assisted Treatment) in Primary Care; Dry January.

Fiscal Year 2025 Partners and Community Impact

PARTNERS ENGAGED:

Bangor Area Recovery Network (BARN)	Recovery Palooza
New England Crisis Negotiator Association	Together Place
Opioid Clinical advisory council	

- 82 state-sponsored naloxone kits distributed.
- Addiction Care staff participated in Opioid Clinical advisory council and the Opioid Stewardship group.
- Northern Light Acadia Hospital staff inclusive of a licensed clinical professional counselor, certified clinical supervisor, licensed alcohol and drug counselor, and psychiatric-mental health nurse practitioner, participated and served as subject matter experts on numerous community groups and coalitions focused on substance use initiatives as follows: Governor's 7th Annual Opioid Response Summit; Recovery Palooza; Extension for Community Healthcare Outcomes (ECHOs), Treating Addiction in Rural Areas and Responsive Care for Aging Adults with Substance Use Disorder; School supply drive for Addiction Care patients; Media engagements related to International Overdose Awareness Day and other segments; Facilitated substance use scenarios for the New England Crisis Negotiators Association.