



# Community Health Implementation Strategy

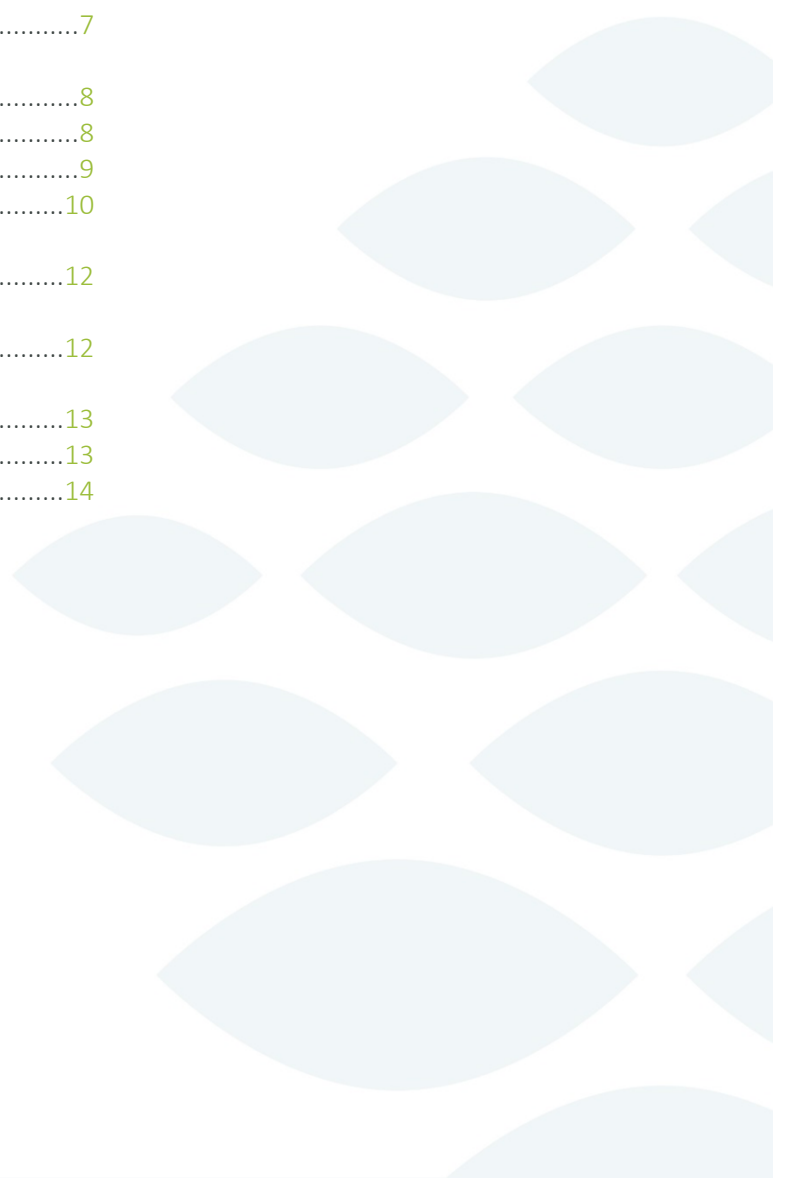
Addressing Community Health Needs  
Fiscal Year 2026-2028



Northern Light  
Health<sup>SM</sup>

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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 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 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 Mayo Hospital

Located in the scenic Maine Highlands region, Northern Light Mayo Hospital serves Piscataquis and adjacent Penobscot and Somerset counties.

Opened in 1978, Mayo Hospital is a 25 bed, non-profit, critical access hospital located in Dover-Foxcroft. We provide primary and specialty care services for the entire family. Services include the Birthing Center, imaging, lab, 24/7 emergency department, emergency medical services, family medicine, and specialty care services to include general surgery, orthopedics, OB/GYN, behavioral health, and more. We have outpatient health centers in Corinth, Dover-Foxcroft, and Milo.

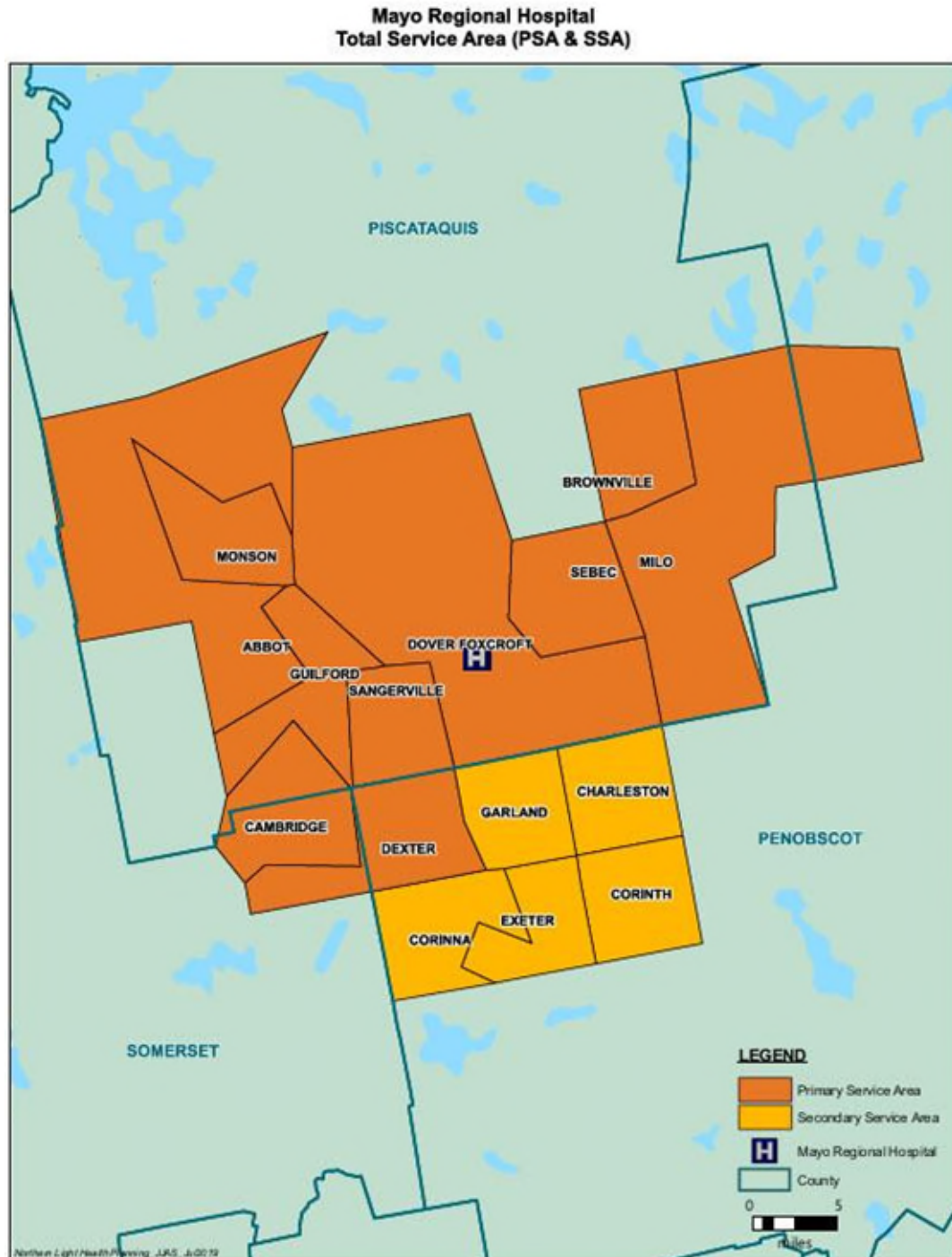
Dover-Foxcroft, the county seat of Piscataquis County, has a population of 4,200 and is located 38 miles northwest of Bangor.

Northern Light Mayo 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.

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## 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 locations or because of the specialty services provided by the hospitals.



Reference the associated Piscataquis [County 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 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 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 Mayo Hospital.

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

- Helping Hands with Heart Collaborative, Volunteer Facilitator
- Maine CDC, Penquis District Public Health Liaison
- Northern Light Mayo and CA Dean Hospitals, Director of Community Outreach
- Northern Light Mayo and CA Dean Hospitals, Director of Quality
- Piscataquis Youth Substance Use Prevention Coalition (PYSUP), Healthcare Sector Representative

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 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 Implementation 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 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](mailto:communitybenefits@northernlight.org) with feedback on this report.

## Approval from Governing Board

Northern Light Mayo 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 29, 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 Mayo 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 Mayo 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 Mayo 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 Mayo Hospital anticipates:

- Increasing access to depression screenings in primary care settings.
- Decreasing the stigma around mental health.

### Programs and resource allocation

Northern Light Mayo Hospital will:

- Dedicate internal staff resources (e.g., community health outreach coordinator, marketing and communications, and primary care office staff, etc.) to address and promote activities related to this priority.
- Promote activities such as the provision of Provide Psychological First Aid (PFA) training to educators, caregivers, community members and healthcare providers to reduce stigma and improve efforts connected to this priority.
- Work with community outreach staff to promote and share resources related to stigma reduction with community and school partners.
- Design and share depression screening warning signs via social media and on patient waiting area monitors to improve awareness and intervention opportunities.

### Planned collaborations

Northern Light Mayo Hospital will collaborate with Northern Light Acadia Hospital, who provides behavioral and mental health services and expertise throughout Maine, in the delivery of services in our area, as well as continuing our collaboration with the Maine Prevention Network and schools in our area of Dexter, Dover-Foxcroft, Guilford, and Greenville to provide community education on this priority.

### Population of focus

Northern Light Mayo 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 40% of Piscataquis County middle 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, which is statistically higher for the same population in 2015-2017. Additionally, nearly 29% of middle school students seriously considering suicide, which is higher than the state average. Youth experiencing mental health needs are at a higher risk for substance use, other unsafe behavior, and issues at school.
- Individuals living in poverty
  - 15% of Piscataquis County residents live in poverty, a significantly higher proportion than state and national rates. Individuals 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 Mayo 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

Northern Light Mayo Hospital anticipates:

- Increased access to Medication Assisted Treatment throughout Piscataquis County.
- Increased prevention efforts through training and educational activities to increase youth awareness of risks and prevention of substance use.

### Programs and resource allocation

Northern Light Mayo Hospital will allocate staff time of the senior physician executive, physician practice leadership, healthcare practitioners and the director of quality to work toward increasing access to Medication Assisted Treatment. Mayo Hospital’s community outreach department will commit to the purchase of Prime for Life workbooks and their time to teach the evidence-based prevention curriculum to local schools.

### Planned collaborations

Northern Light Mayo Hospital will collaborate with Northern Light CA Dean Hospital, hospital serving Piscataquis County community members in the Greenville area; and with schools in our area; Greenville Consolidated School, Dexter Regional High School, SeDoMoCha Middle School, Foxcroft Academy, and Piscataquis Community Secondary School; and many other local businesses and social service agencies and the Maine Prevention Network to improve outcomes related to this priority.

### Population of focus

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

- Youth experiencing high ACE (Adverse Childhood Experiences) scores
  - Approximately 23% of Piscataquis County high-school aged students reported at least four out of nine adverse childhood experiences (ACEs). Students experiencing ACEs are more likely to experience a number of negative outcomes such as mental health conditions, substance use, chronic diseases, learning difficulties, and relationship problems.
- Youth living in poverty
  - Nearly 17% of Piscataquis County children live in poverty, which is higher than the state's rate. Additionally, just over 56% of school-aged children live in households where the total income of the family is less than 185% of the established Federal Poverty Level, which is higher than the state’s rate. 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 Mayo 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 Mayo 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 Mayo 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 in partnership with community organizations.
- Promoting Northern Light Health's [findhelp.org](http://findhelp.org) as a resource for community services and supports.

### Anticipated impact of these actions/expected outcomes

Northern Light Mayo Hospital anticipates we will:

- Increase breast cancer screening rates to system target.
- Increase colorectal screening rates to system target.
- Reduce youth obesity rates.
- Increase availability of resources for the prevention and management of chronic conditions.

### Programs and resource allocation

Northern Light Mayo Hospital will:

- Provide community education around healthy eating and active living to help reduce obesity rates during food pop-up markets.
- Engage with communities to bring the mobile mammography unit to places that are more easily accessible for patients who need breast cancer screenings.
- Engage with local schools to offer Mileage Club, a program aimed at encouraging kids to be active.

### Planned collaborations

Northern Light Mayo Hospital will collaborate with Northern Light CA Dean Hospital, the University of Maine Cooperative Extension, Piscataquis Regional Food Center, Good Shepherd Food Bank, and the Maine Prevention Network to improve outcomes related to this priority.

### Population of focus

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

- Individuals living in poverty
  - 15% of Piscataquis County residents live in poverty, which is significantly higher than the state and national rates. Across the lifespan, individuals living in poverty are at an increased risk for chronic conditions and lower life expectancy.
- Individuals living with food insecurity
  - Over 16% of adults and 24% of youth living in Piscataquis County experience food insecurity, higher than both state and national rates for these groups. Food insecurity can increase the risk of heart disease, diabetes, hypertension, and impact overall health status.
- Individuals living with three or more chronic conditions

- Almost 20% of individuals living in Piscataquis County experience three or more chronic conditions, which is significantly higher than the rate for the state of Maine.
- Leading causes of death in Piscataquis County include heart disease and cancer. Piscataquis County incidence rates for late-stage colorectal cancer and late-stage breast cancer have increased in recent years, and screening rates for both colorectal and breast cancer are below the state average.
- Piscataquis County residents report higher rates of blood pressure and experience high blood pressure hospitalizations rates that are significantly higher than the state of Maine’s rate.
- Individuals who are uninsured and underinsured
  - Over 10% of Piscataquis County residents are uninsured and over 35% are enrolled in MaineCare. More than 9% of residents report cost barriers to health care.

## 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. We recognize that domain specific priorities may inherently be linked to one another and that for priorities not specifically selected by Northern Light Mayo 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 a 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 issues 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) & Youth Mattering were not selected as a standalone priority areas of focus, but we understand their impact on our behavioral health priority areas of work and will look to community benefit organizations focused on these issues to lead efforts.

## 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 implementation strategies prioritized within.

Northern Light Mayo Hospital will engage in another Shared CHNA in 2028 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 (2022) 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 Implementation Strategy. 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 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 Mayo 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, Mayo 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, Mayo 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 Mayo 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.



## 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 Mayo 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 Mayo 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 Daily News & Eastern Gazette	Northern Light Mayo Hospital's	Piscataquis Community Secondary
Community Health and Counseling Services	Community Outreach *	School
Dexter Regional High School	OutMaine	Piscataquis County Emergency
Maine Department of Education	PENQUIS	Management
Maine Youth Action Network	Penquis Valley High School	SeDoMoCha Middle School
Maine's Opioid Response	Penquis Valley Positive Action	State of Maine
Milo Police Department	Team Summit	Town of Milo
National Alliance on Mental Illness (NAMI)	Pine Tree Hospice*	Tradewinds
	Piscataquis Community High School	Yellow Tulip Project

- Two community organizations\* trained in Psychological First Aid (PFA); 19 individuals trained in PFA.
- Co-hosted "Mental Health Dine & Discuss" event with Piscataquis Community High School
- Co-hosted presentation with National Alliance on Mental Illness (NAMI) for community members
- Hosted a Positive Action Team Summit at the Piscataquis Community Secondary School
- Hosted a Dine and Discuss event in Milo for the community to discuss Penquis Valley Schools Maine Integrated Youth Survey Data
- Engaged in the Overdose Prevention Through Intensive Outreach Naloxone and Safety (OPTIONS) initiative coordinated by the Maine Office of Behavioral Health (OBH) and CHCS

## Fiscal Year 2024 Partners and Community Impact

### PARTNERS ENGAGED:

Dexter Regional High School	Piscataquis Community Elementary School*
Foxcroft Academy	Piscataquis Community Secondary School
Helping Hands with Heart	Recovery Wellness Initiative
Northern Light Mayo employees*	Ridgeview Community School
Northern Light Acadia Hospital	SeDoMoCha Middle School
Penquis Valley High School	

- One community partner\* Mayo Hospital employees trained in Psychological First Aid\* (PFA); 28 individuals trained in PFA.
- Held a Youth Positive Action Team Summit on 3/22 at Dexter Regional High School with approximately 93 students from Dexter Regional High School, Ridgeview Community School, Piscataquis Community Secondary School, Foxcroft Academy, SeDoMoCha Middle School and Penquis Valley High School. This Summit focused on the importance of Youth Mental Health.
- Worked with individual schools in Piscataquis County and Dexter to address youth mental health needs through kindness days, trainings, and awareness campaigns.
- Hosted a 'Back to School Bash' with resources for parents on youth mental health and substance use in collaboration with Northern Light Acadia Hospital.

## Fiscal Year 2025 Partners and Community Impact

### PARTNERS ENGAGED:

Dexter Regional High School	Piscataquis Community Secondary School
Foxcroft Academy	Positive Action Teams
Old Town High School	Ridgeview Community School
Orono High School	

- Delivered "Prime for Life" programming for grades six-12 to encourage healthy decision-making focused on prevention and future goal setting.
- Held a Youth Positive Action Team Summit on May 2 at Piscataquis Community Secondary School with approximately 100 students from Dexter Regional High School, Ridgeview Community School, Piscataquis Community Secondary School, Foxcroft Academy, Orono High School, and Old Town High School. This Summit focused on the importance of youth mental health.

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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](https://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](https://findhelp.org) will continue to develop, allowing users to search and connect to community services.

Northern Light Mayo 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](https://findhelp.org) platform.

- In fiscal years 2023 and 2024, Mayo Hospital participated in a monthly systemwide workgroup focused on engagement efforts to educate community partners on the availability and uses of [findhelp.org](https://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](https://findhelp.org) 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](https://findhelp.org) platform as specific "folders" containing a minimum of five relevant community resource links providing [findhelp](https://findhelp.org) 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](https://findhelp.org) 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](https://findhelp.org), 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](https://findhelp.org) 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](https://findhelp.org) and Maine 211 to address food security and other patient needs.

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## Fiscal Year 2023 Partners and Community Impact

### PARTNERS ENGAGED:

Friends of Community Fitness Guilford\*  
Old Town/Orono YMCA\*

- Two community partners\* added two programs to the findhelp directory:
  - Friends of Community Fitness Guilford: Community Fitness
  - Old Town/Orono YMCA: Tax Aide
- Multiple outreach efforts to community based organizations to engage in the findhelp platform

## Fiscal Year 2024 Partners and Community Impact

### PARTNERS ENGAGED:

American Legion*	Helping Hands with Heart Collaborative
Recovery Café Network*	Maine Shared Community Health Needs Assessment
Christine B. Foundation	

- Two community partners\* added two programs to the findhelp directory:
  - American Legion: Food Pantry
  - Recovery Café Network: Recovery Café
- Performed multiple outreach efforts to community based organizations to engage in the findhelp platform.
- Updated the food insecurity guide for Piscataquis County given to patients who identify with food insecurity in the primary care setting.
- Continued collaboration with the Christine B. Foundation to provide medically tailored food bags to oncology patients weekly.
- Continued participation in ongoing efforts to identify and address Social Determinants of Health (SDOH) concerns: Helping Hands with Heart Collaborative, Maine Shared Community Health Needs Assessment work groups, and other coalitions focused on SDOH work in Piscataquis County.

## 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 remains steady. In 2025, there were 1,538 searches by Piscataquis County residents compared to 961 searches in 2023. Search data trends show that food assistance remains the dominant need in Piscataquis County.

Northern Light Mayo Hospital created the following findhelp resource folders:

### Food security

1. Community Meals – Dover Foxcroft Congregational Church
2. Dover Foxcroft Area Food Center – Dover Foxcroft Area Food Center
3. Commodity Supplemental Food Program – Eastern Area Agency on Aging
4. Cancer Nutrition Program – Christine B. Foundation
5. Supplemental Nutrition Assistance Program – Maine DHHS
6. Maine Senior FarmShare Program – Maine DACF
7. Greenville Food Cupboard – The Moosehead Associates
8. Food Pantry – Moosehead Lake Kiwanis Club

- 9. Women, Infant and Children Supplemental Food Program – Bangor Public Health & Community Services
- 10. Food Pantry – American Legion

**Substance use treatment/recovery**

- 1. Virtual Support Groups – Marijuana Anonymous
- 2. Narcotics Anonymous Helpline – Maine Narcotics Anonymous
- 3. Alcoholics Anonymous – Central Service Office Alcoholics Anonymous
- 4. Maine QuitLink – Maine DHHS
- 5. Overdose Prevention Hotline – Never Use Alone
- 6. Drug Addiction Hotline – Drugfree
- 7. Substance Use Disorder Program 9 US VHA
- 8. Better Life Partners; Substance Use Treatment – Better Life Partners

**Childcare**

- 1. Head Start & Early Head Start – Penquis
- 2. Early Head Start – Maine DHHS
- 3. After School Program – Piscataquis Regional Y

**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 Mayo 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 Mayo Hospital participated in the Maine Naloxone Distribution Initiative<sup>1</sup>, 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, Mayo Hospital worked in the community setting to provide 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.

<sup>1</sup> [Distribute Naloxone – Maine Drug Data Hub](#)

## Fiscal Year 2023 Partners and Community Impact

### PARTNERS ENGAGED:

Bangor Public Health	Pine Tree Hospice staff
Maine Center for Disease Control & Prevention	Piscataquis Community Secondary School
Community Health and Counseling Services (CHCS)	Piscataquis County Secondary School
Hardwood Products	Positive Action Team students
Maine Prevention Network	

- 183 state-sponsored naloxone kits distributed
- Engaged in the Overdose Prevention Through Intensive Outreach Naloxone and Safety (OPTIONS) initiative coordinated by the Maine Office of Behavioral Health (OBH) and CHCS, and Bangor Public Health
- Trained Mayo staff, Pine Tree Staff, and local first responders in Trauma Informed Care
- Trained Piscataquis Community Secondary School staff on the use of Naloxone and expanded the number of Naloxone placements in the school for easy access.

## Fiscal Year 2024 Partners and Community Impact

### PARTNERS ENGAGED:

Center Theatre, Dover-Foxcroft	Northern Light Primary Care, Milo
Dexter Regional High School	Penquis Valley High School
Dexter Town Office	Penquis Valley Middle School
Dover-Foxcroft Police Department	Piscataquis Community Secondary School
Foxcroft Academy	Piscataquis Community Elementary School
Helping Hands with Heart	Piscataquis County Regional Food Cupboard
Lakeshore restaurant	Ridgeview Community School
Milo Town Office	SeDoMoCha Middle School

- Distributed 124 state-sponsored naloxone kits.
- Held the Youth Positive Action Team Summit focused on the importance of Youth Mental Health, Substance Use Prevention, Harm Reduction and Inclusivity at Dexter Regional High School. Approximately 93 students participated from Dexter Regional High School, Ridgeview Community School, Piscataquis Community Secondary School, Foxcroft Academy, SeDoMoCha Middle School and Penquis Valley High School.
- Worked collaboratively with Dexter Regional High School and Piscataquis Community Secondary/Elementary School to deliver Prime for Life curriculum focused on youth aspirations and substance use prevention.
- Hosted monthly meetings for the Piscataquis Youth Substance Use Prevention Coalition focused on addressing youth substance use concerns in the region.
- In June 2024, supported four students from the Positive Action Teams in Piscataquis County to attend the Community Anti-Drug Coalitions of America (CADCA) in Chicago, Illinois where they learned supportive leadership skills that could be shared with their peers upon their return to their respective schools.
- Taught 'Catch my Breath' Curriculum (anti-vaping) to all students at Greenville Consolidated School, Piscataquis Community Elementary School, Piscataquis Community Secondary School, and Dexter Regional High School.
- Hosted a 'Back to School Bash' where youth mental health and substance use resources were provided to parents.

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## Fiscal Year 2025 Partners and Community Impact

### PARTNERS ENGAGED:

OPTIONS

Piscataquis Community Secondary School

- 30 state-sponsored naloxone kits distributed through partnership between Northern Light CA Dean and Mayo Hospitals and OPTIONS.
- Engaged local businesses to distribute lock boxes which promotes safe storage for medications and substances to reduce the risk of harm. A total of 95 lock boxes were distributed between CA Dean and Mayo Hospitals.
- Distributed locked medication bags for safe storage practice in Piscataquis County.