

Fiscal Year 2018

Progress report to our community

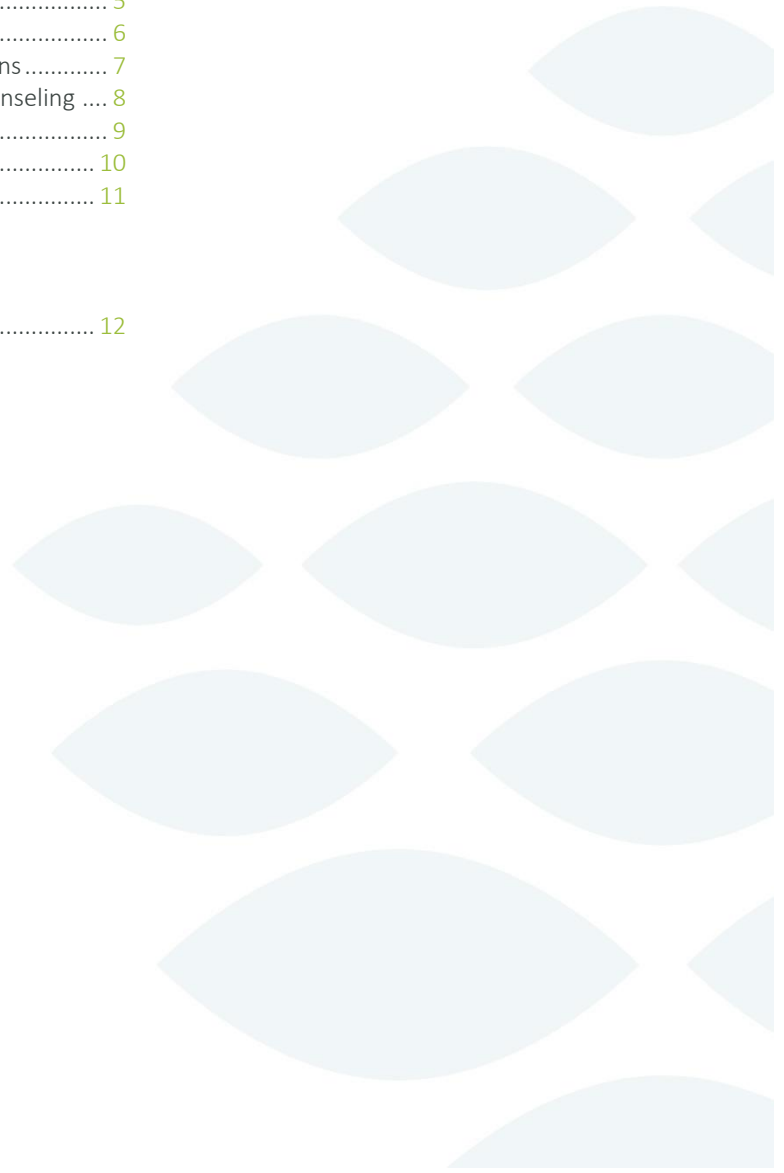
Addressing community health needs



Northern LightSM
Mercy Hospital

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Charlie Therrien, FACHE
President and CEO

Northern Light
Mercy Hospital

We are proud to announce that EMHS has become Northern Light Health! As Northern Light Mercy Hospital, we're still the same passionate, hard-working folks our communities have come to trust for their healthcare needs. More than a name change, our new brand conveys our promise to lead Maine on a path to better health. We have come together to move healthcare in a new direction, creating a system that works for our patients, our people, and our communities.

In 2016, EMHS partnered with three other Maine healthcare systems and the Maine Center for Disease Control and Prevention to create a Community Health Needs Assessment. We used that assessment and public input to develop a three-year strategy to improve the health and well-being of the communities that we serve.

The following is an update on the progress of that community health improvement plan for our fiscal year 2018. As a member organization of Northern Light Health, we at Mercy Hospital have our own unique set of priorities that we are addressing including:

- Substance abuse treatment
- Affordable housing and homelessness
- Medical neighborhood
- Preventive screenings and immunizations
- Enrollment activities and coverage counseling
- Health education

We are also working together with other Northern Light Health members throughout the state to prevent and treat opioid addiction and to improve access to healthy food for patients, families and communities.

We are striving for better: better access to health services, better care for our patients, and better ways to address the health issues that affect our communities. With the strength of our system and the relationships built with our communities, we know that together we'll create a healthier Maine.

Sincerely,



Charlie Therrien, FACHE
President, Northern Light Mercy Hospital

Progress report update

FY 2018 Progress Report

Priority #1: Substance abuse treatment

Objective: By the end of fiscal year 2018 (FY18), Greater Portland Addiction Collaborative (GPAC) will migrate all partner organizations to an electronic platform from paper documentation and serve 12 women in the new recovery residence.

Status: Completed

Approaches taken and resources used: In FY18, Northern Light Mercy Hospital facilitated the work of the GPAC Steering Committee, Practice Council, and the relationships with national partners, financial intermediary, and investors. Northern Light Mercy Hospital also engaged the critical resources of Northern Light Health's legal and IS compliance.

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

Open Lattice, Urban Institute, Portland Police Department and Substance Use Disorder Liaison, The Opportunity Alliance, Preble Street, Community Housing of Maine, Portland Recovery Community Center, Greater Portland Health, Amistad, Milestone Recovery, Catholic Charities, Maine Behavioral Health, and Maine Medical Center

Highlights: In FY18, Northern Light Mercy Hospital Mercy/Northern Light Health completed a comprehensive security audit of the Open Lattice cloud-based integrated data platform led by EMHS IS compliance and legal departments. Northern Light Mercy Hospital /Northern Light Health's legal department created the data sharing agreement to meet the necessary standards for consent, confidentiality, and compliance. Northern Light Mercy Hospital's technology partner, Open Lattice developed an electronic client record for GPAC partners, who were previously on a paper process. The organization worked with jail, police, health, and behavioral health providers to identify data points, execute agreements, and optimize workflows.

Outcome Measure: In FY18, the outcome measure for this CHIP achieved by Northern Light Mercy Hospital included the Open Lattice's development of new electronic client records for two organizations that were previously on paper. These organizations provide critical front line services with limited resources and this optimization cannot be understated. The execution of 10 data sharing agreements between Open Lattice and the individual partners sets the stage for data sharing of an integrated data platform with jail, police, health, and behavioral health data to drive care delivery and rapid response. Two organization that do not collect or aspire to collect data as drop in centers, determined through consultation to not stand up a data collection process. Urban Institute researchers continue to work with Northern Light Mercy Hospital and GPAC leaders to identify measurable outcomes, external evaluators, and impact investment processes. In addition, 14 women were served.

Project Lead: Melissa Skahan, vice president of Mission Integration

Next Steps: In fiscal year 2019, Northern Light Mercy Hospital will finalize the overarching data sharing agreement and work with scientists at Open Lattice and Urban Institute to develop a rigorous evaluation of the collaborative model. We will pursue additional housing and treatment offerings to build capacity for rapid access treatment and safe, sober housing.

FY 2018 Progress Report

Priority #2: Affordable housing and homelessness

Objective: By the end of FY 18, McAuley Residence will serve 15 previously homeless women and 25 children.

Status: Completed

Approaches taken and resources used: In FY18, Northern Light Mercy Hospital explored various avenues to build capacity for the proven model. Through new partnerships with the Senator Volk and the delegation, and the Quality Housing Coalition, we have secured an enhanced housing status for local apartments for reduced lengths of stay and will pursue the \$1 million in annual funding each year for the next three years.

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

Senator Amy Volk, Lisa Harvey McPherson, vice president of Government Affairs at Northern Light Health, Quality Housing Coalition, Sweetser, The Opportunity Alliance, Sea Change Yoga, Cultivating Communities, Plum Tree Counseling, Key Bank, and Recovery Community volunteers.

Highlights: In FY18, Northern Light Mercy Hospital partnered with Sen. Amy Volk, Majority Leader in the Maine Senate to advance discussion with state leaders to replicate or expand the McAuley Residence model. The need is so significant for women-specific opioid related care as fatal overdoses for women have increased 400% since 2011(CDC 17). Mirroring the rise of substance abuse, the rate of children in Maine's foster care system has increased dramatically. In 2016, there were more than 1,800 children in foster care, up almost 45% since 2011. The children of this public health crisis have also become increasingly complex, suffering severe trauma, attachment disorders, behavioral health, and cognitive disability. Over the past few years, psychiatric crisis at times with hospital admissions for children under eight years of age have become a norm at McAuley. Family reunification is a program goal and each mother is provided one on one and group parenting education and coaching with The Opportunity Alliance. While at McAuley, the children receive the care and attention in safe, structured housing with a fully present parent. This often requires in home support such as HCT, BHP, and trauma-informed family therapy with Sweetser until the children settle in to their healthy routine at home, in play, and at school. LD 1771, An Act to Stabilize Families, received unanimous support in both the House and Senate. A request for proposals will be released in October, 2018 with \$1 million of funding to expand the McAuley Residence model.

Northern Light Mercy Hospital also created a new partnership with the Quality Housing Coalition (QHC), developing Project HOME, a pilot project of QHC designed to remove those barriers for families with children who have successfully completed approved housing readiness programs. Project HOME approves and partners with housing readiness programs and landlords to facilitate and support quality rental housing opportunities. This new program gives priority to the families of McAuley Residence, which assists with timing the transition in Phase three.

Outcome Measure: In FY18, the outcome measure for this CHIP achieved by Northern Light Mercy Hospital was 18 women and 37 children benefited from services at McAuley Residence.

Project Leads: Melissa Skahan, vice president of Mission Integration and Ellie Burke, program director

Next Steps: In fiscal year 2019, Northern Light Mercy Hospital will seek to serve more women and children with this comprehensive approach.

FY 2018 Progress Report

Priority #3: Medical neighborhood

Objective: Affordable options for people who are uninsured or under-insured - By the end of FY18, Northern Light Mercy Hospital will secure health insurance coverage and avoid unnecessary cost for 200 persons.

Status: Completed

Approaches taken and resources used: In fiscal year 2018 (FY18), Northern Light Mercy Hospital's neighborhood team continues to meet weekly to examine utilization of uninsured or under-insured persons. Activities include securing health insurance coverage, developing a plan to secure concrete supports, encouraging rationale utilization of high cost services, and successful engagement into primary care with chronic disease management including integrated behavioral health services.

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

Amistad for peer support, City of Portland for community health workers, Milestone Recovery for and Greater Portland Health for cultural brokerage, connection with concrete supports, patient navigation, and care coordination.

Highlights: In FY18, Northern Light Mercy Hospital's neighborhood team continues to meet weekly to examine utilization of uninsured or under-insured persons. Activities include securing health insurance coverage, developing a plan to secure for concrete supports, encouraging rationale utilization of high cost services, and successful engagement into primary care with chronic disease management including integrated behavioral health services. Northern Light Mercy Hospital expanded the role of Amistad's peer support workers in the Emergency Department through a contract with the state for daily coverage from 4 pm to 11 pm. This new model presents additional opportunity for patient navigation and connection with vulnerable persons. Daily worklists for primary and express care practices and high need oncology patients are also part of the weekly conversations of the medical neighborhood team. Northern Light Mercy Hospital's psychiatric nurse practitioner rides along with Milestone Recovery's Homeless Outreach Mobile Team for outreach and street medicine to build rapport with disenfranchised patients. This presents further opportunity to redirect patients from high cost services to a primary care medical home at Northern Light Mercy Hospital or Greater Portland Health, the Federally Qualified Health Center.

Outcome Measure: In FY18, Northern Light Mercy Hospital secured health insurance coverage for 439 people.

Project Lead: Melissa Skahan, vice president of Mission Integration

Next Steps: In fiscal year 2019, Northern Light Mercy Hospital will add complex patients to the weekly review in primary care, express care, and specialty practices for uninsured and persons with high utilization as well as continued work in the Emergency Department. The intent will be to seek improved coverage, connections, and care coordination.

FY 2018 Progress Report

Priority #4: Preventive screenings and immunizations

Objective: By FY18, Northern Light Mercy Hospital will provide health education at a minimum of three community events.

Status: Completed

Approaches taken and resources used: In FY18, Northern Light Mercy Hospital developed several new partnerships in the communities in which we provide primary care.

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

Area neighborhood associations, local chambers, schools, PTAs, faith communities, and local businesses have offered new environments and audiences to deliver health education and provide screenings.

Highlights: In FY18, a public service announcement was created by Northern Light Mercy Hospital physicians and Northern Light Mercy Hospital provided colon screening tests to 156 low income persons associated with Northern Light Primary Care, West Falmouth and Northern Light Gastroenterology, Portland provided screening colonoscopies for 211 patients. A provider in Yarmouth also offered an education session on bike safety in partnership with the Casco Bay YMCA and provided helmet fitting assessments for 100 participants. Blood pressure screenings with follow up with primary care occurred during the Wellness Fair at Northern Light Mercy Hospital with 200+ participants. During the month of May, 176 patients were afforded a dedicated skin cancer screening for concerning lesions per patient report and provided education regarding sun safety.

Outcome Measure: In FY18, the outcome measure for this CHIP achieved by Northern Light Mercy Hospital providing health screenings to 687 individuals.

Project Lead: Melissa Skahan, vice president of Mission

Next Steps: In fiscal year 2019, Northern Light Mercy Hospital will continue to provide a wide array of preventive screenings and health education to promote consideration of vaccines and diagnostic testing.

FY 2018 Progress Report

Priority #5: Enrollment activities and coverage counseling

Objective: By the end of FY18, Northern Light Mercy Hospital will secure coverage for 100 persons, who were previously uninsured.

Status: Completed

Approaches taken and resources used: In FY18, Northern Light Mercy Hospital created a daily work list to ensure that patients seeking services in various locations are contacted for financial counseling.

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

Internal staff at the Northern Light Mercy Hospital. No external partners.

Highlights: In FY18, Northern Light Mercy Hospital continues to offer robust financial counseling to afford all persons access to health insurance coverage and the wide array of benefits and services that become available with comprehensive coverage. Several new staff were hired and trained to expand the service to our primary and specialty care practices. We created a daily work list of all uninsured persons who have accessed services in the emergency department, express cares, and primary care to proactively connect and offer financial counseling. We also added a financial navigator in Northern Light Health Oncology, Portland, to ensure that financial toxicity does not become a barrier to treatment for patient's battling cancer.

Outcome Measure: In FY18, 439 individuals, who were previously uninsured, were afforded health insurance coverage through Mercy financial counseling efforts.

Project Lead: Melissa Skahan, vice president of Mission Integration, and Kelly Addor, lead financial counselor

Next Steps: In FY19, Mercy will continually assess the impact of financial counseling and seek to engage patients in primary care.

FY 2018 Progress Report

Priority #6: Health education

Objective: By the end of FY18, Northern Light Mercy Hospital will provide a minimum of four health education sessions around nutrition and preventive care.

Status: Completed

Approaches taken and resources used: In FY18, Northern Light Mercy Hospital engaged in planning discussions with several new partners. The neighborhood associations, local chambers, schools, PTAs, faith communities, and local businesses have offered new environments and audiences to deliver health education. Examples include a local provider in Yarmouth partnered with the YMCA to deliver bike safety and wrote a health column around managing stress in adults and children.

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

Liz Parsons, president of the West End Neighborhood, Emma Holder of Parkside Neighborhood, West End News, and Wayside Community Cafes, local schools, rotaries and chambers, non-profits, faith communities, local festivals, and neighborhood associations.

Highlights: In FY18, Northern Light Mercy Hospital delivered several health education and preventive screenings to include Wayside Community Cafes, local schools, rotaries and chambers, non-profits, faith communities, local festivals, and neighborhood associations. The activities include Mercy's Wellness Fair that included the following: nutrition, breast health prevention and awareness, colon cancer awareness and prevention, tobacco cessation, wellness coaching and weight loss solutions, blood pressure screenings. We also held a Breast Health Awareness event on October 10 and provided education at the Making Strides Walk. Dr. Stoeller, a breast surgeon, presented awareness and prevention to a group of volunteers. A monthly support group was led by Mercy's clinical staff for patients and their families affected by blood cancer. A public service announcement was created during colorectal cancer awareness and screening public service announcement that had several 1000 views with Mercy physicians. A monthly health education column is published each month written by providers. In March 2018, Dr. Karin Cole highlighted the importance of screening tests to uncover underlying illness early. During Skin Cancer Awareness month, all patients were provided education about sun safety and a risk educational sheet from the American Cancer Society. Sun safety information and sunscreen samples were provided to participants in the Bug Light Summer Movie Series in South Portland. At the Wayside Westbrook Community meal and at Reiche School in Portland, elders and some families were provided nutrition information as Mercy employees volunteered to prepare and serve food as well as provide education. At the Tri for a Cure event, Breast Care Center of Maine provided education around breast cancer and the importance of preventive testing. In Yarmouth, a Northern Light Mercy Hospital physician partnered with the YMCA to deliver bike safety and wrote a health column around managing stress in adults and children.

Outcome Measure: In FY18, the outcome measure for this CHIP achieved by Northern Light Mercy Hospital was 21 health education sessions, two month long screening events for Northern Light Mercy Hospital patients, and delivered a monthly health education column and Public Service Announcements for social media, engaging several thousand individuals. The monthly columns, public service announcements on Facebook, and presence at large public events such as the Summer Movie Series and the Yarmouth Clam Festival draw 100,000 attendees.

Project Lead: Melissa Skahan, vice president of Mission Integration

Next Steps: In FY19, Northern Light Mercy Hospital will continue to seek new and innovative methods to partner with neighborhood associations, local chambers, schools, PTAs, faith communities, and local businesses. The use of social media and health columns allow our physicians and clinical staff to reach a very broad group of individuals.

FY 2018 Progress Report

Systemwide priority: Opioid Harm Reduction: Access to medication assisted therapy

Objective: By September 30, 2018, increase the number of qualified Medication Assisted Treatment (MAT) prescribers from four to nine.

Status: Completed

Approaches taken and resources used: In FY18, Northern Light Mercy Hospital convened a work group to plan the delivery of Rapid Access Medication Assisted Therapy in the Emergency Department to be part of a 24/7 solution for persons with Opioid Use Disorder. The team included providers from the Emergency Department and Primary Care. Mercy also met with Hannaford for pharmacy support such as daily dosing, with Amistad for patient navigation, and with MaineWorks leadership for workforce development and concrete supports from Maine Recovery Fund. Northern Light Mercy Hospital also met with leadership from the Office of Substance Abuse and Mental Health to secure a contract with funding for uninsured persons to access medication.

Greater Portland Addiction Collaborative (GPAC) partners continue to expand access to MAT across the collaborative. Daily dosing occurs at Greater Portland Health is at capacity with 25 patients. Catholic Charities and Milestone Recovery have added Patient Navigation to ensure that persons discharged from detox access the next level of care with ease at Catholic Charities Outpatient Counseling or Intensive Outpatient Program. Maine Medical Center and Maine Behavioral Health have integrated MAT into their practices with expanded access in several sites. Beyond the rapid access MAT in the ED, Northern Light Mercy Hospital has expanded access at Portland Internal Medicine and welcomes referrals from all partners and from other Northern Light Mercy Hospital primary care practices in Southern Maine.

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

Hannaford, Amistad, MaineWorks, and the State of Maine for rapid access medication assisted treatment. GPAC partners include Northern Light Mercy Hospital, Portland Internal Medicine, Greater Portland Health, Milestone Recovery, Catholic Charities, Maine Medical Partners, and Maine Behavioral Health.

Highlights: In FY18, Northern Light Mercy Hospital convened a work group to plan the delivery of Rapid Access Medication Assisted Therapy in the Emergency Department to be a 24/7 solution for persons with Opioid Use Disorder. The team of providers and nurses developed a workflow for evaluation and referral to ensure seamless integration into comprehensive care through integrated behavioral health with medication assisted treatment. Northern Light Mercy Hospital partnered with Hannaford for pharmacy needs such as daily dosing or individualized packaging, with MaineWorks for workforce development, and with Maine Recovery Fund for concrete supports such as clothing, food, and shelter. Northern Light Mercy Hospital was able to secure funding for a full time patient navigator with Amistad, funding for medication and treatment for uninsured, and funds to support concrete needs through the Office of Substance Abuse and Mental Health Services.

GPAC partners continue to expand access to MAT across the collaborative. Daily dosing occurs at Greater Portland Health is at capacity with 25 patients. Catholic Charities and Milestone Recovery have added Patient Navigation to ensure that persons discharged from detox access the next level of care with ease at Catholic Charities Outpatient Counseling or Intensive Outpatient Program. Maine Medical Center and Maine Behavioral Health have integrated MAT into their practices with expanded access in several sites. Beyond the rapid access MAT in the ED, Northern Light Mercy Hospital has expanded access at Portland Internal Medicine and welcomes referrals from all partners and from other Mercy primary care practices in Southern Maine.

Outcome Measure: In FY18, Northern Light Mercy Hospital launched the Rapid Access Medication Assisted Treatment in Northern Light Mercy Hospital's emergency department. The team of providers and nurses developed a workflow for evaluation and referral to ensure seamless integration into comprehensive care through integrated behavioral health with medication assisted treatment. Northern Light Mercy Hospital partnered with Hannaford for pharmacy needs such as daily dosing or packaging, MaineWorks for workforce development, and Maine Recovery Fund for concrete supports such as clothing, food, and shelter.

Project Leads: Sadie Knott, PMHNP-BC, Integrated Behavioral Health; James Berry, MD, Integrated Behavioral Health; Marc Hoffman, MD, Emergency Department; Melissa Skahan, vice president of Mission Integration

Next Steps: In FY19, Northern Light Mercy Hospital will coordinate with Portland Police Department's Substance Use Disorder Liaison and Local Emergency Management Services to provide overdose victims an option for treatment in real time.

FY 2018 Progress Report

Systemwide priority: Healthy food access - foodservice

Objective: Reformulate three recipes to improve the nutritional content of food options offered at foodservice venues (cafeteria, vending, catering), U.S. DHHS and CDC's Health and Sustainability Guidelines for Federal Concessions and Vending Operations Guidelines* by 9/30/18.

Status: In Progress

Approaches taken and resources used: In FY18, Northern Light Mercy Hospital created new Better for You (BFY) menu options available as entrees at the State Street and Fore River Cafés on Mondays, Wednesdays, and Fridays for lunch. These entrees incorporate wholesome ingredients with healthy preparation methods to offer you low calorie, cholesterol, sodium, sugar, and fat meal selections. Information about their nutritional values is available in a binder and upon request for employees or visitors.

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

Nicole King, Food and Nutrition coordinator, Northern Light Community Health and Grants, and Elizabeth Clayton, Northern Light Total Health wellness specialist

Highlights: In FY18, Northern Light Mercy Hospital created new Better for You (BFY) menu options available as entrees at the State Street and Fore River Cafés on Mondays, Wednesdays, and Fridays for lunch. These entrees incorporate wholesome ingredients with healthy preparation methods to offer you low calorie, cholesterol, sodium, sugar, and fat meal selections. Information about their nutritional values is available in a binder and upon request for employees or visitors. Northern Light Health has purchased Computrition software for every hospital in the system, which allows recipe sharing and nutritional analysis of each recipe, which is imperative in the formulation of our own system wide healthy food initiative. A link was posted on the Mercy Intranet with 100+ healthy recipes posted for employee's personal use.

Northern Light Health's Nutrition Affinity Group is working together with Nicole King, Food and Nutrition coordinator of Community Health and Grants, and Elizabeth Clayton, Total Health wellness specialist, to formulate a systemwide healthy food initiative, called "4 U: Real Food. Real Easy. Real Good". This will be replacing the former Guiding Stars program. We have had a handful of meetings in FY18, and we are still in the initial planning stages of what nutrient levels we want to include in each recipe category.

There is also a systemwide Pathways to Our Future group meeting on standardizing room service patient menus. Part of this initiative will also be to include healthier food options, as well as standardize some recipes for improving nutritional quality and customer satisfaction.

Outcome Measure: In FY18, 100+ recipes with improved nutritional content was posted on Mercy's intranet and provided in the cafes for employees, visitors, and consumers.

Project Leads: Stefanie Homon, manager of Clinical Nutrition and Bruce Turner, director of Food Services

Next Steps: In fiscal year 2019, Mercy will continue to participate in Northern Light Health's Nutrition Affinity Group to formulate a system-wide healthy food initiative, called "4 U: Real Food. Real Easy. Real Good". An ongoing initiative; we are hoping to have it completed in FY19.

Conclusion

Northern Light Mercy Hospital continues work on identified priorities through the Community Health Strategy and is thankful for the participation and support of our community members and many area organizations for contributing their knowledge of local community health needs related to our priorities of action. Through existing and future partnerships, collaborative efforts are essential in addressing the identified community health strategies prioritized within.

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