MISSION

MaineHealth is a not-for-profit health system dedicated to improving the health of our patients and communities by providing high-quality affordable care, educating tomorrow’s caregivers, and researching better ways to provide care.

VISION

Working together so our communities are the healthiest in America

STRATEGIC PRIORITIES

VALUES
MaineHealth’s long-standing commitment to improving the health and well-being of our communities entered a new era on January 1, 2019, when our Maine-based local health systems unified under a single organizational structure. It has indeed been a remarkable year.

We have leveraged the advantages of our unified health system to make significant investments in our people, programs and infrastructure. Inside this Annual Report, you’ll learn how MaineHealth is evolving our models of care to enhance clinical excellence; collaborating with our communities to strengthen local health services; cultivating a skilled and engaged workforce; and building new partnerships to improve access and reduce cost.

Our Board and senior leaders devoted many hours developing the MaineHealth 2020-2022 Strategic Plan, which charts our health system’s course over the next three years. Our four core strategic goals — namely, enhancing patient experience, improving care team well-being, improving population health, and making care more affordable — are driven by our shared mission, vision and values. This strategic plan provides a framework for the actions we will take to navigate the opportunities and challenges presented by the rapidly changing health care landscape.

In the year ahead MaineHealth will maintain our focus on patient care quality, value and experience. We will address the public health challenges of our time, such as opioid use disorder, diabetes, and food insecurity in our communities. We will continue to innovate our clinical models and to build out our technology infrastructure to transform the way we provide care. And we will continue to forge partnerships that support outstanding and accessible health care for our patients, families and communities.

We are one health system, working together so our communities are the healthiest in America.
The MaineHealth system reaches more than 1.1 million residents in central, southern and western Maine and eastern New Hampshire. MaineHealth organizations include Coastal Healthcare Alliance (Pen Bay Medical Center and Waldo County General Hospital), Franklin Community Health Network, LincolnHealth, Maine Behavioral Healthcare, Maine Medical Center, MaineHealth Care at Home, Memorial Hospital, NorDx, Southern Maine Health Care and Western Maine Health; the MaineHealth Accountable Care Organization is also part of the MaineHealth family. Affiliates of MaineHealth include MaineGeneral Health, Mid Coast-Parkview Health, New England Rehabilitation Hospital of Portland and St. Mary’s Health System.

IN THIS ANNUAL REPORT

WORKING TOGETHER SO OUR COMMUNITIES ARE THE HEALTHIEST IN AMERICA ........................................... 2
A NEW PATH FORWARD: QUEST FOR EXCELLENCE DRIVES DISCOVERY ......................................................... 4-8
BRINGING COMMUNITIES TOGETHER TO ADDRESS OPIOID ADDICTION ............................................................ 9
PARTNERING TO IMPROVE COMMUNITY HEALTH .......................................................................................... 10
ACES PROGRAM: TOOLS AND TRAINING TO HELP KIDS THRIVE ................................................................. 11
INNOVATIVE TREATMENT PLAN KEEPS HOME CARE LEADER ON THE GO .................................................... 12
AN INTEGRATED NETWORK OF CARE, CLOSE TO HOME .................................................................................. 14
BUILDING BRIGHT FUTURES AND A SKILLED WORKFORCE ........................................................................ 16
ANTHEM | MAINEHEALTH FORGE NEW PARTNERSHIP ................................................................................ 17
PATIENT COLLABORATION GUIDES WHERE TO GO FOR CARE ...................................................................... 18
DEDICATED TEAMWORK AND A SEAMLESS EHR .......................................................................................... 19
BRINGING AFFORDABLE HEALTH CARE COVERAGE WITHIN REACH ......................................................... 20
INVESTING IN OUR COMMUNITIES/CONSOLIDATED STATEMENT OF OPERATIONS ................................. 21-22
WORKING TOGETHER SO OUR COMMUNITIES ARE THE HEALTHIEST IN AMERICA

MaineHealth is an integrated health care network of hospital systems, outpatient centers, home health agencies, outpatient surgery centers, laboratories, behavioral health services and more than 19,000 dedicated providers and employees working together to support care delivery. We share best practices and invest in clinical and community programs, training and resources to improve the health status of our communities. Together, we advocate for local, state and national policies that support the health and well-being of the people and communities we serve.

TELEHEALTH
Our Telehealth Program integrates, advances and optimizes the use of telehealth technologies to provide access to specific services to remote areas.

CHRONIC DISEASE
Our evidence-based programs improve care and outcomes for people living with chronic diseases such as diabetes, asthma, chronic obstructive pulmonary disease, behavioral health issues and tobacco dependence.

HOME HEALTH CARE
High-quality, home-based health services are delivered by local teams of nurses, physical and occupational therapists, speech language pathologists, home health aides, nutritional counselors and social workers who help patients regain strength after surgery, manage chronic illness and achieve a higher quality of life.

HOSPITAL CARE
We aim to provide the highest quality care and experience for patients staying in our hospitals. This includes, but is not limited to, best practices around heart care, surgical care, emergency care, and antibiotic usage.

PHARMACY AND MEDICATION MANAGEMENT
We develop and promote the use of consistent policies, protocols and procedures across our system for medication management and safety.

PREVENTION AND WELLNESS
Our broad range of systemwide community health improvement and prevention programs support health and wellness at all stages of life — from making sure children are up to date on immunizations, to supporting healthy eating and active living, to supporting older adults in falls prevention.
Our annual Health Index Report monitors seven health indicators to inform our strategic actions for improving the health of the populations we serve. The Community Health Needs Assessment examines health status, use of health services, and access and barriers to health care.

Chronic Disease
Our evidence-based programs improve care and outcomes for people living with chronic diseases such as diabetes, asthma, chronic obstructive pulmonary disease, behavioral health issues and tobacco dependence.

Home Health Care
High-quality, home-based health services are delivered by local teams of nurses, physical and occupational therapists, speech language pathologists, home health aides, nutritional counselors and social workers who help patients regain strength after surgery, manage chronic illness and achieve a higher quality of life.

Prevention and Wellness
Our broad range of systemwide community health improvement and prevention programs support health and wellness at all stages of life — from making sure children are up to date on immunizations, to supporting healthy eating and active living, to supporting older adults in falls prevention.

Pharmacy and Medication Management
We develop and promote the use of consistent policies, protocols and procedures across our system for medication management and safety.

Performance Improvement
Our Center for Performance Improvement works collaboratively across the MaineHealth system to improve the efficiency of clinical care delivery and to keep health care affordable.

Telehealth
Our Telehealth Program integrates, advances and optimizes the use of telehealth technologies to provide access to specific services to remote areas.

Transition of Care
We work to ensure patients receive excellent coordination of care across the continuum, from home to hospital to community-based provider or skilled nursing facility.

Access to Care
We help to educate and enroll people in various state, federal and private health insurance programs and benefits, and provide donated health care services, as well as free or low-cost medications, to low-income, uninsured patients.

Data Reporting and Evaluation
Our annual Health Index Report monitors seven health indicators to inform our strategic actions for improving the health of the populations we serve. The Community Health Needs Assessment examines health status, use of health services, and access and barriers to health care.

Education, Research and Training
We are dedicated to training the next generation of physicians, nurses and health care professionals. Maine Medical Center is northern New England’s premier teaching hospital and Maine’s only academic medical center; it conducts leading-edge biomedical research through MMC Research Institute. Educational and leadership development opportunities across our health system assist providers and care teams in achieving patient-centered health care goals. MaineHealth Education & Training provides clinicians and patients with access to high-quality education across all points of care.

Behavioral Health
We’re committed to creating a seamless system of behavioral health services that coordinates hospital psychiatric care with community-based treatment services, and integrates access to behavioral health care with primary care services.

Hospital Care
We aim to provide the highest quality care and experience for patients staying in our hospitals. This includes, but is not limited to, best practices around heart care, surgical care, emergency care, and antibiotic usage.

3
A NEW PATH FORWARD

UNIFICATION STRENGTHENS COLLABORATION, INNOVATION, ACCESS

January 1, 2019 marked the beginning of an exciting new chapter in MaineHealth’s history — the joining together of our Maine-based local health systems as a single organization. After several years of thoughtful planning and input from our communities, we began our journey together in 2019 with a renewed commitment to our vision of working together so our communities are the healthiest in America.

Unification provides new opportunities to transform how we deliver world-class health care to our patients and communities, backed by the strength of the entire system. By sharing our financial, operational and clinical expertise, we can deliver the right care at the right time as close to home as possible.

QUEST FOR EXCELLENCE DRIVES DISCOVERY

The MaineHealth system is fueled by a culture of innovation and a commitment to enhance patient experience and quality. Our care teams are entrepreneurial, curious and courageous, with a drive for excellence that leads to ground-breaking research and other discoveries.

MaineHealth and its research engine, the Maine Medical Center Research Institute (MMCRI), continue to advance the science of medicine through significant research collaborations among investigators, clinicians and scientific teams. Our patients are participating in major studies that provide access to new treatments unavailable elsewhere in Maine, and our clinical teams are pioneering care pathways that transform how we deliver the highest-quality health care.

MMC NEUROSCIENCE INSTITUTE — PIONEERING PATHWAYS, REVOLUTIONIZING TREATMENT

Understanding and treating the wide range of neurological disorders — from brain tumors and stroke to traumatic brain or spinal injury or epilepsy — requires a dedicated team of extraordinary clinical specialists with access to the most advanced neurosurgical technology.

The Neuroscience Institute at Maine Medical Center has both. In fact, its experts developed a model of care for acute stroke intervention that’s become the industry standard. Using advanced CT Perfusion imaging, the treatment team can identify the patients who will benefit from life-saving thrombectomy to remove the clot causing the stroke.

“Our patients don’t need to travel outside the state to access a system of care that is as good as any program in the nation. We built the model here at MMC over the past 10 years, and are among just a handful of hospitals with the most advanced technology supporting it,” said neurosurgeon and Director of the Neuroscience Institute at Maine Medical Center, Robert Ecker, MD.

“In stroke, every millisecond matters.”
— Dr. Robert Ecker

“In stroke, every millisecond matters as millions of neurons die every minute a brain vessel is blocked,” said Dr. Ecker. “We leverage the latest technologies and our care pathway to achieve the best possible outcomes for patients.”
In brain tumor surgery, MMC is one of the first hospitals in the country and the only one in Maine to use 5-ALA, a state-of-the-art, FDA-approved imaging agent that helps surgeons remove brain tumors. Patients drink the medicine 5-ALA, and surgeons can precisely locate brain tumor cells using a special fluorescent light, maximizing the safe removal of the tumor and improving patient survival and quality of life.

In addition to 5-ALA, MMC was an early adopter of indocyanine green (ICG) angiography, a state-of-the-art imaging technology that after an IV injection of ICG allows the surgeon to visualize that an aneurysm has been cured and the surrounding blood vessels are open, making the surgery safer. Surgeons at MMC now have a decade of experience with ICG.

Neurosurgeons at MMC are the first surgeons in Maine to use laser interstitial thermal therapy (LITT). LITT is a minimally invasive MRI-guided surgical technique that involves a tiny incision and small hole in the skull to treat tumors and epilepsy where previously only much larger craniotomies were needed.

This significant investment in the most advanced technology available, together with unparalleled expertise, reflects a systemwide commitment to provide world-class coordinated, tertiary care to our patients and communities.

MMC is the first and only hospital in Maine to receive The Joint Commission and The American Heart Association/American Stroke Association certification as a Comprehensive Stroke Center — the highest level of stroke certification a hospital can receive — in recognition of its excellence in stroke care.

Maine has reached its National Healthy People 2020 Initiative target for annual stroke deaths — dropping 9.47 percent from 2009 to 2016.
EAT, SLEEP, CONSOLE

In its commitment to enhance care for opioid-exposed newborns and their families, the MaineHealth Pediatric Service Line, in partnership with our local health systems, is evolving how substance exposed newborns (SEN) are treated. In the past, the majority of SEN babies born at a community hospital were transferred to Maine Medical Center Neonatal Intensive Care Unit (NICU) for evaluation and care. The average length of stay for treatment was 13.1 days. The Eat, Sleep, Console Model is an innovative care pathway that aims to keep mothers and babies in their local community birthing hospital and nursery, with a transfer to MMC NICU only if the baby requires long-term pharmacological treatment. This care model has reduced average length of stay to just 6.9 days while enabling more families to remain together, close to home.

NIH GRANT FOR CARDIAC SURGERY RESEARCH AND TRAINING

People living in rural areas of northern New England often have higher-than-average rates of cardiovascular disease. This high cardiovascular disease burden, coupled with challenges in access to care, often contributes to a shorter life expectancy for patients in rural areas compared with those in metropolitan areas. Dartmouth-Hitchcock Medical Center (DHMC) and Maine Medical Center were awarded a $3.9 million grant from the National Institutes of Health’s (NIH) National Heart, Lung, and Blood Institute to increase access to cardiac surgery clinical trials among rural populations. The grant also provides funding to train the next generation of cardiovascular clinical researchers in late-stage translational research, through a Clinical and Implementation Research Skills Program (CIRSP). The CIRSP program will provide junior faculty and fellows from DHMC and MMC with comprehensive didactic training and mentored research, and will also provide funding for the education and training of national scholars drawn from populations traditionally underrepresented in clinical research.

“The CIRSP program will be a valuable resource for young surgeons from MMC and DHMC who wish to engage in clinical research,” said Doug Sawyer, MD, co-investigator on the grant and MMC’s Chief Academic Officer. “As doctors, we always want to move toward providing the most up-to-date treatments for our patients, and building our research capabilities is an important way to do that.”
TRANSFORMING INSIGHTS INTO CLINICAL INNOVATIONS

The Innovation Cohort, supported by the MaineHealth Center for Performance Improvement and the Maine Technology Institute, launched in 2018 to empower trainees, clinicians and other care team members to develop novel solutions that can be scaled to address unmet clinical needs, improve patient care and reduce cost. The program combines the remarkable insights of MaineHealth employees with the talents of science and technology experts to transform “back of the envelope” drawings into products and services ready for clinical use.

To date, 12 provisional patents have been filed and several projects have advanced to partnership/startup stage, ranging from medical devices and IT applications to alternative care pathways for rural patients and new Mainers. Four projects are currently seeking external funding, and one is poised to incorporate as its own company in the second half of 2019. The Innovation Cohort welcomed its fourth cohort in fall 2019.

EXPANDING ACCESS WITH TELEHEALTH

MaineHealth continues to leverage innovative technologies to expand access and increase care coordination. In 2019, MaineHealth provided 15,000 virtual visits to patients in nearly 20 specialties. Using video technology, families of children with serious gastrointestinal conditions can, for the first time, access vital nutrition services close to home and adults suffering from seizures can follow up with their neurologists without arranging for caregivers to drive them to Portland. MaineHealth continues to provide speech therapy to children at school, world-class stroke care directly to patients at their local hospitals, and home care services, all over video.

Project ECHO offers continuing professional education to providers via a case review model. MaineHealth ECHO currently covers 10 topics, including palliative care and breast cancer genetics, expanding the reach of our specialists by training local primary care physicians. The newest telehealth platform, eConsults, offers local providers the option to request consults from specialists anywhere in the system, keeping appropriate patients close to home and ensuring only medically necessary transfers.
OPERATIONAL EXCELLENCE DELIVERS A BREATH OF FRESH AIR

To foster a culture of innovation and continuous improvement, MaineHealth practices “Operational Excellence” across our health system. Teams gather data, assess key performance indicators (KPIs) and solve problems together. Each day, leaders conduct a “Gemba Walk” to hear about progress and provide help to remove barriers. This daily management practice empowers all members of our care community to work together in achieving our mission, vision, values and strategic goals.

“Patient safety is our number-one priority, so when the pharmacy recognized an increasing trend of nursing requests for albuterol inhalers, we wanted to learn the reason for the uptick and used OpEx to devise a solution,” said MMC Senior Director of Pharmacy Ricky Meinking, PharmD.

Upon reviewing the Pharmacy’s dispensing history, it became evident that some nursing requests for inhalers had already been completed and delivered, but were being reordered. The standard process was that nurses would order an inhaler, which the Pharmacy would label, dispense and deliver to the floor; but if the inhaler was not immediately found, a new inhaler would be reordered. A safe solution was needed to dispense an inhaler from the floors while ensuring each inhaler was labeled.

The Pharmacy and nursing teams worked together to develop a technology-driven solution using Pyxis ES, an integrated platform that enables nurses to dispense an inhaler and print a patient-specific label with all requirements in real-time on the floor; this provides more timely administration to the patient while ensuring all inhalers are labeled. This resulted in significantly reducing the number of duplicative orders and is saving thousands of dollars a month.

“This KPI was a big win from a safety and patient satisfaction perspective, and the icing on the cake was the significant financial savings due to this process improvement using the latest technology,” said Meinking.
BRINGING COMMUNITIES TOGETHER TO ADDRESS OPIOID ADDICTION

As the opioid crisis continues to take lives, MaineHealth maintains its commitment to seeking innovative solutions to address this complex issue. The MaineHealth Opioid Work Group was formed in 2016 to develop a system-wide response that included a coordinated effort with all of MaineHealth’s local health systems and affiliates.

A key component involved the launch of the Integrated Medication Assisted Treatment (IMAT) program in 2017, led by Maine Behavioral Healthcare (MBH), the behavioral health service line for MaineHealth. IMAT provides medication-assisted therapy and counseling as an evidence-based approach to treating opioid use disorder. In 2018 the IMAT program treated over 1,000 patients.

Still, it is not enough.

Solving this problem takes communities coming together to discuss the issues, connect resources, share treatment options and promote understanding of an often emotional issue. In September 2018 MaineHealth and MBH invested in a unique approach to facilitate community dialogue through a series of free film showings of the Netflix original documentary “Recovery Boys.”

The film chronicles the journey of four young men attempting to rebuild their lives after years of drug misuse. Following the film, panel discussions were held involving local experts including IMAT physicians, local law enforcement and community leaders, and most importantly a patient in recovery. The program was presented across MaineHealth, with showings and discussions in Belfast, Biddeford, Boothbay, Brunswick, Camden, Damariscotta, Farmington, Islesboro, Portland, Rockland, Springvale, Vinalhaven, Waterville and North Conway, N.H. In all, more than 1,000 community members participated in an interactive dialogue to foster understanding and reduce stigma associated with opioid use disorder.

As Lisa Carbone, LCSW, Integrated Behavioral Health Clinician at Lincoln Medical Partners, noted at the Boothbay Harbor presentation, it is vital for communities to understand the nature of this disease and what it takes to overcome it. “I was humbled to hear people in recovery speak of their battles and triumphs and share their gratitude about being part of the solution,” she said. “They are living examples that our collaborative is working and that people are healing.”

To learn more about the IMAT program, visit mainehealth.org/IMAT.
PARTNERING TO IMPROVE COMMUNITY HEALTH

Improving the health of patients and communities goes beyond the walls of hospitals and medical practices to reach the places where people live, work and play. Earlier this year MaineHealth released the results of the 2019 Maine Shared Community Health Needs Assessment (CHNA), a collaboration with Northern Light Health, Central Maine Healthcare, MaineGeneral Health, the Maine Center for Disease Control and Prevention, and over 2,000 people across Maine and Carroll County, New Hampshire, to identify and address the most pressing health needs in our communities.

“EACH CHNA REPORT PROVIDES COUNTY-LEVEL DATA ON MORE THAN 200 HEALTH MEASURES.”

SOCIAL DETERMINANTS OF HEALTH

Social determinants of health are community, economic and societal factors that influence health.

Examples include hunger, poverty, transportation, housing, social isolation and Adverse Childhood Experiences (ACEs)

The findings identified mental health and substance use, social determinants of health, and access to care as the top health priorities in almost every county in the MaineHealth system, as well as across the state. This was the first time social determinants of health were identified as a priority. Other priorities include healthy aging, healthy weight and physical activity, tobacco use, cardiovascular disease, and chronic disease.

MaineHealth uses data from the CHNA reports to develop three-year health improvement plans unique to the communities we serve. Full community health data profiles for every county in Maine, as well as Carroll County, New Hampshire, are available on our website at mainehealth.org/chna.
Agnes Gray Elementary School is a PreK-4 school located in West Paris, a friendly rural community in the foothills of western Maine. It’s based in Oxford County, one of the largest geographic districts in Maine, where 26 percent of students have reported three or more Adverse Childhood Experiences (ACEs). Three-quarters of Agnes Gray’s 137 students live at or below the poverty level and all receive free lunch and breakfast daily.

“We know there is a strong connection between a child’s health and a positive school and home environment. We’re fortunate to work alongside dedicated mental health providers, educators, community partners and families to help build a strong foundation for children,” said Margaret “Marty” Burns, RN, PhD, Western Maine Health’s (WMH) Chief Nursing Officer.

MaineHealth has created an ACEs toolkit that includes screening tools for pediatric practices, as well as resiliency building techniques and resources to support families and communities. In collaboration with WMH’s Healthy Oxford Hills and the Oxford County Wellness Collaborative and Resiliency Project, educators at Agnes Gray School have received ACEs training and resources to help foster resiliency and healthy development of their students.

“Childhood is different today, but children aren’t. They come to us with many different stories and experiences, but are the same little beings, full of hope, wonder and promise,” said Agnes Gray Principal Beth Clarke. “Every morning we gather as a school community and make a promise to ourselves and to each other that our minds will be engaged, our bodies will be healthy and our hearts will be kind and respectful.”

In addition to traditional classroom teaching, the school has built a post-and-beam outdoor classroom, where children can explore, help plant a garden, or tend an orchard. There’s a book pantry for students to build a home library, and a food pantry, where children can “shop” and bring groceries home on the bus. Students learn relaxation techniques, such as taking mindful breaks, to foster healthy problem-solving in a safe and supportive environment.

“Children are resilient, and providing the tools and strategies to help them thrive today and into adulthood is what this partnership is all about,” said Burns.

For more information, visit mainehealth.org/aces.
INNOVATIVE TREATMENT PLAN KEEPS HOME CARE LEADER ON THE GO

Donna DeBlois understands the importance of having a dedicated team of health care professionals by your side when facing a medical challenge. As a practicing nurse and home care/hospice leader for more than 30 years, and president of MaineHealth Care at Home since 2013, DeBlois leads an organization of 420 employees providing home health, palliative and hospice services to thousands of clients across seven Maine counties and 5,700 square miles. She is a champion for excellence and innovation in patient care, logging more than 9,000 miles a year as a health system leader and advocate for our most vulnerable populations.

So when DeBlois was diagnosed in 2018 with upper gastrointestinal cancer — a treatable though incurable cancer — she wasn’t going to let it slow her down. She was determined to stay active and engaged in her life and her work. DeBlois turned to medical oncologist Peter Rubin, MD, of MaineHealth Cancer Care to develop an innovative, coordinated treatment plan to fight the disease.

“A large part of the doctor-patient relationship is being honest, looking at patients as individuals and developing an understanding of what is most important to them,” said Rubin. He worked with DeBlois on a targeted therapy that differs from traditional chemotherapy yet still uses drugs to treat the cancer. It focuses on the cancer’s specific genes, proteins or the tissue environment that contributes to cancer growth and survival. Targeted drug therapies that block molecular pathways involved in the development and progression of gastrointestinal cancers have recently gained considerable attention for maintaining better outcomes.
“My treatment allows me to travel with the use of a port and a small bag for the drug,” said DeBlois. Her electronic health record also travels with her, so providers throughout the MaineHealth network can access her care plan. DeBlois may travel to a meeting in Saco at the beginning of the week, receive treatment in Biddeford, and then participate in a meeting in Augusta later in the week, continuing treatment at the Harold Alfond Cancer Care Center.

“I am feeling great and my energy has returned to normal,” she added.

DeBlois credits Dr. Rubin for supporting her plan to fight cancer, and the MaineHealth Cancer Care Network for providing the care coordination and flexibility that put her needs at the center — so she can continue to do the same for MaineHealth Care at Home and the patients and families they serve.

MaineHealth has launched a new medical oncology practice providing state-of-the-art cancer care close to home. MaineHealth Cancer Care brings together services of MMP Medical Oncology and SMHC Cancer Care and Blood Disorders with five new providers specializing in medical oncology, head and neck cancer, hemostasis, thrombosis, malignant hematology, gastrointestinal cancer, geriatric cancer, and medical research.

As part of the MaineHealth Cancer Care Network, the practice’s medical oncologists play an important role in managing therapies and coordinating care among other specialists immersed in the evolving landscape of prevention, treatment and clinical trials.

This new medical oncology practice reflects MaineHealth’s continued commitment to provide our patients and their families with truly integrated cancer care close to home.

For more info, visit mainehealth.org/cancer.
MaineHealth continues to make significant investments in building modernization and expansion of specialty care and services to serve the diverse needs of our patients and communities. Our expanded partnerships across the health system support our integrated approach to care and our commitment to provide high-quality, state-of-the-art care, close to home.

**Maine Medical Center** continues its significant investment in facilities, practices and people in support of patient care. Its $534 million modernization and expansion project has achieved several important milestones this year. The two new East Tower floors are nearly complete and will welcome patients by the end of the year, with 64 private beds dedicated to oncology care. The new dual-bay helipad supporting emergency care became operational in early September. An additional 225 visitor parking spaces were completed in fall 2018 and the new employee garage will be ready for occupancy in early 2020.

Maine Medical Center also announced it will invest $59 million in a new **Maine Medical Partners** (MMP) medical office building at its Scarborough campus as part of the project. The three-story, state-of-the-art facility will be home to MMP practices including neurology, neurosurgery & spine, otolaryngology (ear, nose & throat) and vascular surgery, enhancing a convenient regional campus for world-class specialty care.

The 15-room **Waldo County General Hospital Emergency Department** renovation was completed in summer 2019 and includes two trauma rooms, a “fast track” room, and 12 general-purpose rooms.

A new $34 million investment at **Southern Maine Health Care’s Sanford Campus** will establish a 94-bed Eldercare Center to provide skilled nursing, long-term and memory care services, a short-stay inpatient behavioral health care unit, and general campus improvements.

**MaineHealth Care at Home ConnectedCare Clinics**, a nurse-led and telehealth-supported population health initiative, expanded to seven locations, serving low-income housing residents and the communities of Chebeague and Long Islands.
Since the opening of the Herbert and Roberta Watson Health Center, LincolnHealth has seen a marked improvement in care coordination, making it easier for patients to connect with highly skilled specialists. In addition, wound care services are now available on the Miles campus and behavioral health services have expanded. Soon, ear, nose and throat specialists will be seeing patients at the Center.

The new Pen Bay Medical Center Health Center, opening in summer 2020, will house the pediatrics, audiology, speech pathology, and ear, nose and throat practices, as well as pediatric physical and occupational therapy. The Health Center will also provide space where specialists from the Barbara Bush Children’s Hospital at Maine Medical Center in Portland can meet with patients in Rockport. The second floor will house the internal medicine, family medicine and psychiatry practices, as well as the Integrated Medicated Assisted Treatment (IMAT) practice for treating opioid use disorder.

Since the opening of the Herbert and Roberta Watson Health Center, LincolnHealth has seen a marked improvement in care coordination, making it easier for patients to connect with highly skilled specialists. In addition, wound care services are now available on the Miles campus and behavioral health services have expanded. Soon, ear, nose and throat specialists will be seeing patients at the Center.

Franklin Health Orthopedics has added two orthopedic surgeons to its practice through a service partnership with Maine Medical Partners Orthopedics & Sports Medicine. Patients can receive specialty services, including surgery at Franklin Memorial Hospital, for orthopedic trauma and fracture care as well as a variety of orthopedic and sports-related injuries.

MaineHealth and Western Maine Health are investing $10 million to build a new, 19,000-square-foot, two-story medical office building on the Stephens Memorial Hospital campus in Norway. The second floor will be home to the Stephens Memorial Specialty Care Clinic, which will provide expanded specialty care services to the Norway community with physicians from Maine Medical Partners. Specialty care will include oncology, cardiology, urology, and otolaryngology, with the potential for additional services in the future.
BUILDING BRIGHT FUTURES 
AND A SKILLED WORKFORCE

In 2018 MaineHealth established a team to address the current demands for a highly skilled, well-trained workforce, and to identify and build accessible training and career channels for the workforce of tomorrow. MaineHealth Chief Human Resources Officer Judy West has championed the program as a strategic priority for the organization, stating, “The MaineHealth Center for Workforce Development focuses on education and training opportunities that can provide fulfilling careers in health care; this work is so important for the future of Maine and our entire region.”

In spring 2018 Trina Sayed knew she wanted to gain experience in direct patient care, but with no training or qualifications, wasn’t certain where to begin.

Trina connected with MaineHealth and NorDx, the system’s clinical laboratory, to find out if there were any entry-level opportunities available for someone with little to no clinical experience. She soon learned about a six-week training opportunity held in the early weeks of summer through the NorDx Phlebotomy School, which sounded ideal.

“The training I received through the NorDx Phlebotomy School has given me an incredible opportunity to start my career in health care. Those who successfully complete the program are placed at one of the NorDx sites with openings. I committed to working at Maine Medical Center and was able to immediately apply my new skill set in a patient-centered environment. Working at the Bramhall location, I’m exposed to a fast-paced clinical environment with a diverse patient group, working with doctors, nurses, physician assistants and the extended clinical care team. I would recommend this course to anyone interested in the health care field who may not know where to start.”

When she was not fulfilling her role as a phlebotomist at Maine’s largest hospital, Trina, a University of New England undergraduate student, took advantage of another opportunity made available through the MaineHealth Center for Workforce Development, as a member of the summer internship program working for the NorDx administrative leadership team.

“Both of these programs through MaineHealth have given me a unique entry point to gain insight into the multifaceted entity that is the health care system.”

For more information, visit mainehealth.org/careers/workforce-development.
ANTHEM | MAINEHEALTH
FORGE NEW PARTNERSHIP

In August 2019, MaineHealth announced a new and innovative joint venture designed to enhance patient care by partnering with Anthem Blue Cross and Blue Shield to offer a new Medicare Advantage health insurance plan across Maine.

The joint venture with Anthem aligns squarely with MaineHealth priorities by creating a provider-sponsored health plan focused on quality care, patient experience and access to care that will drive unprecedented value for aging Mainers. It will adopt a clinical model that promotes consistent, coordinated care delivery. And, it will be structured to promote longer-term, more beneficial patient/provider relationships in partnership with Maine’s leading health insurance provider.

“This partnership can open up entire worlds of possibilities for us,” said Dr. Nir Harish, an emergency medicine physician at Pen Bay Medical Center and member of the Medicare Advantage plan’s Provider Advisory Council. “As an integrated payer-provider, we can redesign how we organize and pay for care in a way that makes the most sense for us and our patients.”

Medicare Advantage plans have been growing rapidly in popularity since they were first offered to consumers in 2005. They offer the same medical coverage as original Medicare, also known as Part A and Part B, while adding a cap on out-of-pocket expenses and often including access to additional health care services. This plan for Maine seniors will draw on the most popular and successful features of the highest-ranked plans available today.

“Forging partnerships that aim to improve the health of Mainers is central to MaineHealth’s vision of ‘working together so our communities are the healthiest in America,’ and this collaboration has that potential,” said Bill Caron, CEO of MaineHealth.
When seeking outpatient care, national research suggests that patients value convenience over other factors. This decision-making may help to explain why patients visit Emergency Departments even when their illnesses or injuries may be more appropriately and affordably treated elsewhere. Combine patients’ desire for convenience with another factor — uncertainty about which medical conditions need immediate treatment — and it’s easy to understand why further research shows that 43 percent of emergency room visits are avoidable.

Recognizing an opportunity to improve patient experience and control health care spending, the MaineHealth Accountable Care Organization launched a project to decrease avoidable emergency room visits called REDUCE: Reducing Emergency Department Utilization — A Collaborative Endeavor.

A key component of REDUCE is “Where to Go for Care,” a patient-education resource that compares the convenience, cost and treatment options offered by primary care practices, walk-in clinics, urgent care centers and the traditional emergency room. The project incorporated feedback from more than 120 patients, clinicians, health educators, communications experts and other stakeholders from across the MaineHealth system.

“Many of us on the Patient Advisory Committee have personally wrestled with the question, ‘can my condition (or my child’s) wait for a doctor visit, would urgent care be more appropriate, or do I belong in the emergency room right now?’” said Arthur Fink, a member of the Maine Medical Partners Patient and Family Advisory Council that provided feedback on Where to Go for Care.

“We were able to share our experiences, and not just our opinions, with those who were working on this tool.”

The Where to Go for Care infographic can be seen by patients on digital monitors in waiting rooms, as part of their After Visit Summaries, on the MaineHealth website, and through social media. ACO care managers also distributed it to their patients, who are already actively using it as a resource.

“Emergency Departments are a vital part of the health care system, doing miraculous work and saving lives every day, 24 hours a day. Because they are designed, staffed and equipped to respond to life-threatening emergencies, they are very expensive and sometimes less convenient than other places to receive non-emergent care. We want patients to get the right care, at the right time, at the right place. The Where to Go for Care campaign is an important patient-centered resource to help achieve that goal,” said Betsy Johnson, MD, MS, FACP, President of the MaineHealth Accountable Care Organization.
DEDICATED TEAMWORK AND A “SEAMLESS” EHR DELIVER LIFE-SAVING CARE

When it comes to delivering high-quality patient care, an integrated electronic health record (EHR) that follows you wherever you go for care matters — especially when you’ve just experienced cardiac arrest.

Just ask Mike Knof.

Last year, Mike was out grocery shopping with his young granddaughter in Damariscotta when he collapsed to the ground from cardiac arrest. After receiving chest compressions from nearby community members, he was rushed to LincolnHealth — Miles Campus, where the ER team stabilized him and transported him to Maine Medical Center (MMC).

Mike’s medical records were already there when he arrived. Dr. Jeremy Estrada, an MMC cardiologist, was part of the team working on Mike when he was rushed in. Because LincolnHealth and MMC use the same EHR, Epic, Dr. Estrada was able to see Mike’s full medical history and medication list. “The transition was absolutely seamless,” he said.

Dr. Estrada was able to act quickly, using the newest technology and collective expertise of his team. He did an angiogram and a right heart catheterization. He also used a special kind of imaging that revealed Mike’s blockage did not cause a heart attack, so instead of needing a stent, Dr. Estrada put in a balloon pump.

“Because we were on the same electronic health record, and we could view Mike’s full record, that allowed us to anticipate and predict how sick he was,” said Dr. Estrada. “That was the most important, as it enabled us to provide him with the care he needed.” It also enabled Miranda Chadbourne, RN, and the nursing team to deliver the care Mike needed to heal after the procedure.

MaineHealth has made implementing an integrated EHR to improve care a priority system-wide, with go-lives at Memorial Hospital and Franklin Community Health Network over the past year. By 2020, all MaineHealth service lines will be live on Epic, including Maine Medical Partners Cardiology and Maine Behavioral Healthcare, so patients across the care continuum will have access to the right care, at the right time — just like Mike.
BRINGING AFFORDABLE HEALTH CARE COVERAGE WITHIN REACH

When Marion Puglisi, 62, was prescribed a new medication to treat atrial fibrillation, she wasn’t sure how she was going to pay for it. The cost was staggering — $500 for a one-month supply — and she didn’t have health insurance coverage.

Puglisi was referred to MaineHealth’s MedAccess program and learned she was eligible for a prescription assistance program through the pharmaceutical company. With the help of MedAccess, she was able to get her medications for free; however, she still didn’t have comprehensive health insurance to cover her other medical expenses. To pay for medical appointments, she relied on Maine Medical Center’s Free Care program.

“I had been turned down by MaineCare for several years,” said Puglisi. MaineCare is the state’s Medicaid program that pays medical expenses for those with limited income. Even though she met the income requirements, she did not fit into one of the non-financial eligibility categories: families, people with disabilities, and adults aged 65 and older. Each time she was denied, she was told to apply for coverage through the Health Insurance Marketplace; but when she applied there for a private health insurance plan, she was told she didn’t make enough money. “I wasn’t qualifying anywhere,” she said.

In January 2019, Puglisi was among the nearly 70,000 Mainers newly eligible for MaineCare. Recognizing that this legislation would help more patients get the health care coverage they need, the Access to Care team jumped into action by offering in-person application assistance at community events. The team also visited locations across the MaineHealth system to educate patients and providers about MaineCare expansion and how to apply.

To help identify patients who could benefit from this new law, Access to Care collaborated with MaineHealth’s Central Billing Office and Financial Counseling teams. Now, when a patient applies for Free Care and appears eligible for MaineCare, they are immediately referred to the Coverage Team for assistance with applying to MaineCare and other programs.

Many applicants — like Puglisi — have used Access to Care programs and were previously ineligible for MaineCare due to their income. The Access to Care team has been reaching out to these newly eligible individuals to help them submit applications and obtain the best coverage possible.

With Puglisi’s permission, the team worked with DHHS to get retroactive MaineCare coverage back to July 2, 2018. “They took care of everything in the process,” said Puglisi.

Even though Puglisi had good experiences with Access to Care, she recognizes the value in having comprehensive coverage. “I feel much more secure now,” she said.
INVESTING IN OUR COMMUNITIES

In keeping with our vision and mission, MaineHealth offers a wide range of community programs focused on disease management, prevention and population health — free of charge — and no one is ever denied care because of inability to pay.

IN 2018 THE MAINEHEALTH QUANTIFIABLE VALUE OF COMMUNITY BENEFITS AT COST WAS OVER $477 MILLION.

This number reflects all of the programs and services our health system provides without reimbursement, including uncompensated care, professional education and training, community health services and support, and research.

Our nationally recognized Access to Care programs have helped tens of thousands of uninsured and underinsured people get access to comprehensive, affordable health care services.

CAREPARTNERS
Helps people who don’t quality for public or private health care coverage get the health care they need.

MEDACCESS
Helps patients and health care providers find free or low-cost prescription drug options.

COVERAGE TEAM
Helps to educate and enroll people through the Health Insurance Marketplace and MaineCare.

ACCESS TO CARE FY18 TOTAL IMPACT

12,517
screened for service and provided resource info

166
enrolled in Health Insurance Marketplace plans

$26.3M
in medications provided to individuals through Patient Assistance Programs*

1,822
approved for MaineCare (full or limited benefits)

$25.1M
in medical care donated by participating hospitals and community providers

6,767
assisted directly through our programs

2,339
CarePartners members served

*medications received through CarePartners and MedAccess
### MAINEHEALTH AND SUBSIDIARIES
#### CONSOLIDATED STATEMENT OF OPERATIONS

**YEAR ENDED SEPTEMBER 30, 2018**

($ in thousands)

<table>
<thead>
<tr>
<th>FUNDS RECEIVED</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Amounts charged for patient services</td>
<td>$4,805,859</td>
</tr>
<tr>
<td>Less portion not received due to Medicare, Medicaid and private insurance reimbursement rates paid at amounts less than charged</td>
<td>(2,216,525)</td>
</tr>
<tr>
<td>Less portion of amounts charged not received due to lack of patient ability to pay</td>
<td>(169,692)</td>
</tr>
<tr>
<td>Less portion of amounts charged that were provided to patients as free care</td>
<td>(106,612)</td>
</tr>
<tr>
<td>Net payments received from services provided to patients</td>
<td>2,313,030</td>
</tr>
<tr>
<td>Gifts, earnings on investments and other non-patient revenue</td>
<td>261,163</td>
</tr>
</tbody>
</table>

**TOTAL FUNDS RECEIVED**

2,574,193

<table>
<thead>
<tr>
<th>FUNDS EXPENDED</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and benefits</td>
<td>1,544,905</td>
</tr>
<tr>
<td>Professional fees, purchased services, supplies and taxes</td>
<td>650,847</td>
</tr>
<tr>
<td>Cost of facilities, depreciation, interest, other</td>
<td>260,232</td>
</tr>
</tbody>
</table>

**TOTAL FUNDS EXPENDED**

2,455,984

**AMOUNTS EARNED FOR FUTURE INVESTMENTS IN PATIENT CARE AND COMMUNITY HEALTH PROGRAMS**

$118,209

Source: Audited Financial Statements


WORKING TOGETHER SO OUR COMMUNITIES ARE THE HEALTHIEST IN AMERICA