Progress report on Community Health Needs Assessment Implementation Strategy

fiscal year

2016  2017  2018

(October 1, 2016 – September 30, 2017)

Coastal Healthcare Alliance/
Pen Bay Medical Center
Waldo County General Hospital
Annual update of progress: Fiscal Year 2017
Coastal Healthcare Alliance/ Pen Bay Medical Center and Waldo County General Hospital

The following report outlines progress on the Coastal Healthcare Alliance Implementation Strategy on key health priorities identified in the 2016 Maine Shared Community Health Needs Assessment.

The vision of the Maine Shared Community Health Needs Assessment is to help to turn data into action so that Maine will become the healthiest state in the United States. Its mission is a dynamic public/private partnership that creates Shared Community Health Needs Assessment Reports, engages and activates communities and supports data-driven health improvements for Maine people. To access the MaineHealth 2016 Community Needs Assessment reports, visit: https://mainehealth.org/healthy-communities/community-health-needs-assessment.

A member of the MaineHealth system, Coastal Health care Alliance has a set of health priorities including:

- Cancer Screening and Prevention
- Obesity Prevention
- Tobacco Cessation
- Lead Screening
- Treatment of Opioid Use Disorder

About Coastal Healthcare Alliance
On December 1, 2015, Pen Bay Medical Center and Waldo County General Hospital began operating as one healthcare system called Coastal Healthcare Alliance. Each center remains the same, but they now offer shared services and programs to the entire region through the new company. The unification of the two systems in the Midcoast strengthens the network and provides access to the best healthcare the region has to offer.

Pen Bay Medical Center and Related Entities
Pen Bay Medical Center is a not-for-profit, Leapfrog Straight A Safety Score Graded Hospital and the largest community hospital in Midcoast Maine. Pen Bay Medical Center operates as a family of services that also includes Pen Bay Physicians & Associates, Quarry Hill Retirement Community and the Knox Center for Long Term Care. Through these organizations, and with a staff of more than 100 outstanding physicians and more than 1,500 healthcare professionals, Pen Bay Medical Center provides the people of Midcoast Maine with a continuum of both routine and specialty patient-centered medical services.

Waldo County General Hospital and Related Entities
Waldo County General Hospital is a non-for-profit critical access hospital serving the healthcare needs of Waldo County residents. Working to provide excellent and efficient care for patients and their families in a friendly, caring atmosphere, Waldo County General Hospital provides services through four health centers, home health and hospice services, public health nursing, physicians’ offices, and educational programs.
Waldo County General Hospital has been named one of iVantage Health Analytics’ Top 100 Critical Access Hospitals in the United States for six consecutive years, and Becker’s Hospital Review named it one of 50 Critical Access Hospitals to Know in 2016.

MaineHealth System Overview
MaineHealth is a not-for-profit integrated health system consisting of eight local hospital systems, a comprehensive behavioral healthcare network, diagnostic services, home health agencies, and more than 1,500 employed and independent physicians working together through an Accountable Care Organization. With close to 19,000 employees, MaineHealth is the largest health system in northern New England and provides preventive care, diagnosis and treatment to 1.1 million residents in Maine and New Hampshire.

In keeping with its vision and mission, MaineHealth and its member organizations work together to offer 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 2016, the MaineHealth system provided more than $403 million in community health programs or services without reimbursement or other compensation, including over $41 million in uncompensated care.
Please highlight progress made from **October 1, 2016 - September 30, 2017** for strategies and actions taken to address the priority areas your organization selected as part of the 2016 Community Health Needs Assessment (CHNA) process. The strategies that your organization recorded in the 3-year Implementation Strategy section of your CHNA report are listed below. In addition, you are encouraged to include progress made for any additional strategies you implemented.

**MaineHealth Member Organization**: Coastal Healthcare Alliance/ Pen Bay Medical Center & Waldo County General Hospital  
**Date**: October 1, 2016- September 30, 2017

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| Cancer Screening and Prevention | Implement MaineHealth cancer screening guidelines | Action Implemented? [Yes] [No]  
Continuing in FY18? [Yes] [No] | [Yes] Standard guidelines are followed, but variable among organizations  
[Yes] The colorectal task force has no specific guidelines set at this time, efforts are to promote colon cancer screening and have an overall increase in screenings |
| Provide education to providers on screening guidelines | Action Implemented? [Yes] [No]  
Continuing in FY18? [Yes] [No] | [Yes] Will obtain this information from MaineHealth |
| Outreach to patients who are past due for screening | Action Implemented? [Yes] [No]  
Continuing in FY18? [Yes] [No] | [Yes] Will be monitoring gap reports and conducting outreach to patients through Population Health/Lisa Reed |
| Include screenings due in pre-visit planning | Action Implemented? [Yes] [No]  
Continuing in FY18? [Yes] [No] | [Yes] Practice managers and the population health teams have implemented and hard-wired |
| Offer FIT test as an option for colorectal screening | Action Implemented? [Yes] [No]  
Continuing in FY18? [Yes] [No] | [Yes] Fecal Immunochemical Test/ Fecal Occult Blood Test kits implemented and hardwired in all practices  
[Yes] Workflow and marketing used at all sites |
| Explore community screening events | Action Implemented? [Yes] [No]  
Continuing in FY18? [Yes] [No] | [Yes] Free Mammograms and special offer for colorectal exam provided at both hospitals  
[Yes] Expanded hours in Radiology |
| Cancer Prevention Education | Action Implemented? [Yes] [No]  
Continuing in FY18? [Yes] [No] | [Yes] Ongoing activities including Wellness Minute/Public TV spots  
[Yes] Established an annual women’s conference with this being an area of focus called “Skinny On Skin,” which was held in May at Waldo County General Hospital  
[Yes] Held “Fight Cancer in Kitchen” program in October at Pen Bay Medical Center |
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| Cancer Screening and Prevention | Expand Journey to Health programming Action Implemented? Yes No Continuing in FY18? Yes No | • This is a business model that is ongoing and expanding  
• Exploring a pilot program for cancer patients and families and care givers  
  o Seeking funding and assessing need  
• Targeted cancer prevention class completed with 100% of participants stating they are likely to implement what was learned |
| Decrease Obesity (also Diabetes & CVD) | Implement and Track Let’s Go! Action Implemented? Yes No Continuing in FY18? Yes No | • Hard-wired and ongoing  
• Total school sites: Knox: 10; Waldo: 18  
• Total healthcare sites: Knox: 7; Waldo: 7 |
| | Maintain Let’s Go! to childcare, out of school Action Implemented? Yes No Continuing in FY18? Yes No | • Total childcare sites: Knox: 15; Waldo: 18  
• Total out of school sites: Knox: 8; Waldo: 6 |
| | Engage more employees in Works on Wellness programs Action Implemented? Yes No Continuing in FY18? Yes No | • 14 events, challenges and/or programs offered  
  o 704 employees participated |
| | Maintain Journey to Health programming Action Implemented? Yes No Continuing in FY18? Yes No | • These are regionalized programs between the two hospitals  
  o Total of 210 classes offered at 25 sites with 1613 total participants  
  o 13% or participants reported weight loss |
| | Develop business wellness services and promote to local businesses Action Implemented? Yes No Continuing in FY18? Yes No | • Letters and informational brochures have been developed and sent to local businesses and site visits have been offered  
  o Several businesses have signed on |
| | Promote use of wellness trails Action Implemented? Yes No Continuing in FY18? Yes No | • Taped programming for local TV  
• Collaborated with local trail and land trusts on promotion of activities:  
  o Family Fun Field day two in 2017  
  o Pen Bay Medical Center opened its own 1.75 mile fitness trail on campus  
  • Began utilizing the fitness trail in Journey to Health programming |
| | Work with restaurants on healthy dining Action Implemented? Yes No Continuing in FY18? Yes No | • Strategy refocused to provide education to community on making healthy choices and mindful eating at restaurants  
• Policy for restaurants has resided with tobacco prevention |
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| **Decrease Obesity (also Diabetes & CVD)** | Continue Zing Program
Action Implemented? **Yes**
Continuing in FY18? **Yes** | • Practices had a key performance indicator for body mass index measurement for pediatric patients
• Medical assistants attend annual clinical quality measures training
  ○ Clinical quality measures training integrated into new hire Epic electronic medical records training curriculum
• 5210 smartphrase has been added to all provider templates for well-child exams
• Medical assistant integrated height & weight measurements into each visit
• Providers working to update templates and practices using pre-visit planning to help address gaps in care
• Zing! and Journey to Health collaborated to offer kids Journey to Health classes for free to Zing! patients | |
| | Promote community resources- SNAP, WIC, Farmers Market
Action Implemented? **Yes**
Continuing in FY18? **Yes** | • Direct support for SNAP-Education Waldo, collaboration with Knox SNAP-Education and WIC
• Social media support | |
| | Work with schools to develop afterschool physical education and gardening program
Action Implemented? **Yes**
Continuing in FY18? **Yes** | • Journey to Health after school programming in both counties
• Working with Let’s Go! site to apply for funding to plan for creating a farm-to-school program | |
| | Build in EPIC referrals to Community Education
Action Implemented? **Yes**
Continuing in FY18? **Yes** | • Implemented in November 2017 and education to providers ongoing | |
| | Grow Diabetes Prevention Program- Healthy Lifestyles
Action Implemented? **Yes**
Continuing in FY18? **Yes** | • The Diabetes and Nutrition care programming is now regionalized between the two hospitals | |
| | Establish gardens on hospital campuses
Action Implemented? **Yes**
Continuing in FY18? **Yes** | • This is grant and space dependent
• On the wish list | |
| | Formalize obesity group visits
Action Implemented? **Yes**
Continuing in FY18? **Yes** | • Offering the Am I Hungry® program
  ○ Working with Dr. Matt Molison at Waldo County General Hospital to formalize | |
## Community Health Needs Assessment 2016-2018 Annual Implementation Plan Update FY17

### Improve Lead Screening

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<td><strong>Improve SeHR/EPIC electronic medical record screening prompts</strong></td>
<td>Action Implemented? [ ] Yes [ ] No Continuining in FY18? [ ] Yes [ ] No</td>
<td>• Implemented</td>
<td></td>
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<td><strong>Assess practice level screening policies and standardize across system</strong></td>
<td>Action Implemented? [ ] Yes [ ] No Continuining in FY18? [ ] Yes [ ] No</td>
<td>• Pen Bay Medical Center pediatrics has a weekly “Lead Clinic” • Waldo County General Hospital has not formalized a process • We will work this year to establish a relationship with Belfast Pediatrics</td>
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<td><strong>Conduct hemoglobin point of care testing</strong></td>
<td>Action Implemented? [ ] Yes [ ] No Continuining in FY18? [ ] Yes [ ] No</td>
<td>• Done during the lead clinic screening • Additional training needed for more staff at Pen Bay Medical Center Pediatrics to conduct point of care testing</td>
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<td><strong>Provide community education at childcare, childbirth classes, events</strong></td>
<td>Action Implemented? [ ] Yes [ ] No Continuining in FY18? [ ] Yes [ ] No</td>
<td>• Lead educational materials provided to Let’s Go! childcare sites, at baby fairs (Waldo County General Hospital distributed) and YMCA Healthy Kids day events</td>
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<td><strong>Train Medical Assistants</strong></td>
<td>Action Implemented? [ ] Yes [ ] No Continuining in FY18? [ ] Yes [ ] No</td>
<td>• Yes at Pen Bay Medical Center</td>
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<td><strong>Develop relationship with Belfast Pediatrics</strong></td>
<td>Action Implemented? [ ] Yes [ ] No Continuining in FY18? [ ] Yes [ ] No</td>
<td>• Ongoing • This is a non-Coastal Health Alliance practice</td>
<td></td>
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<td><strong>Outreach to patients who have not had screening</strong></td>
<td>Action Implemented? [ ] Yes [ ] No Continuining in FY18? [ ] Yes [ ] No</td>
<td>• Local TV wellness minutes taped and broadcast • The population Health program at Waldo County General Hospital can support these efforts</td>
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<td><strong>Collaborate with schools on safe drinking water</strong></td>
<td>Action Implemented? [ ] Yes [ ] No Continuining in FY18? [ ] Yes [ ] No</td>
<td>• Ongoing</td>
<td></td>
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<td><strong>Establish relationships w/ provider practices</strong></td>
<td>Action Implemented? [ ] Yes [ ] No Continuining in FY18? [ ] Yes [ ] No</td>
<td>• Ongoing</td>
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| ![Image](image1) | Screen all patients for tobacco use | • Implemented  
• Also doing data entry for QuickLink Maine Prevention Services for patients who agree to seek help through the CarePartners program | |
| ![Image](image2) | Provide tobacco cessation counseling inpatient (RT) | • Ongoing/standard of care | |
| ![Image](image3) | Train Psychiatric Addictions and Recovery Center Nurse in tobacco cessation counseling (Pen Bay Medical Center) | • Training program being developed for clinicians | |
| ![Image](image4) | Provide tobacco cessation classes | • Group classes in both counties began in January 2016 as well as Hypnotherapy, group support, one-on-one coaching | |
| ![Image](image5) | Build referral to MaineHealth Community Education in EPIC electronic medical record for tobacco cessation | • Implemented November 2017 | |
| ![Image](image6) | Ensure patients discharged from emergency department/hospital with COPD have action plan, review of meds/inhaler, flu vaccine | • Hard-wired at both hospitals  
• All Pen Bay Medical Center discharges are called within 72 hours of discharge and an appointment is made with their primary care provider prior to discharge | |
| ![Image](image7) | Implement tobacco strategies in conjunction with Maine prevention services funding | • Gold Level Standard for both Hospitals | |
| ![Image](image8) | Explore telehealth for post discharge care and follow up | • Through Home Care currently  
• Options for another telehealth program do not currently exist | |
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| Decrease Tobacco (also Lung Health) | Ensure patients discharged from emergency department/hospital with COPD have a follow up visit or call with primary care physician within 7 days | • Standard of care at both hospitals  
• All emergency department patients are called post discharge to encourage follow up with primary care physician |
<p>| |      | Action Implemented? | Yes ☐ No ☐ | Continuing in FY18? | Yes ☐ No ☐ |
| Increase Pulmonary function testing | | | | |
| | | Action Implemented? | Yes ☐ No ☐ | Continuing in FY18? | Yes ☐ No ☐ |
| Medication Education with pulmonologist | | | | |
| | | Action Implemented? | Yes ☐ No ☐ | Continuing in FY18? | Yes ☐ No ☐ |
| Social marketing for Flu/DTP, education on COPD | | | | |
| | | Action Implemented? | Yes ☐ No ☐ | Continuing in FY18? | Yes ☐ No ☐ |
| Staff training on motivational interviewing and tobacco cessation | | | | |
| | | Action Implemented? | Yes ☐ No ☐ | Continuing in FY18? | Yes ☐ No ☐ |
| Referrals to Maine Tobacco HelpLine | | | | |
| | | Action Implemented? | Yes ☐ No ☐ | Continuing in FY18? | Yes ☐ No ☐ |
| Decrease RX Drug Use &amp; Addiction | Increase awareness and location for medication disposal | | | |
| | | Action Implemented? | Yes ☐ No ☐ | Continuing in FY18? | Yes ☐ No ☐ |
|  | Participate in Knox County Recovery Network and groups/coalitions addressing opioid use | | | |
| | | Action Implemented? | Yes ☐ No ☐ | Continuing in FY18? | Yes ☐ No ☐ |</p>
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<td>Decrease RX Drug Use &amp; Addiction</td>
<td><strong>Provide alternate therapies for pain management- multi-disciplinary approach</strong>&lt;br&gt;Action Implemented?  Yes No&lt;br&gt;Continuing in FY18?  Yes No</td>
<td>- Proposal is in place to utilize acupuncture, nutrition counseling on site at Pen Bay Medical Center&lt;br&gt;  - We have had one acupuncturist go through the credentialing process&lt;br&gt;  - Near the Waldo County General Hospital campus is a clinic run by a physiatrist with access to acupuncture and it is utilized by local providers&lt;br&gt;2018:&lt;br&gt;  - Acupuncture will be used in the oncology department at Pen Bay Medical Center</td>
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<td>Increase access to treatment/Integrated medication assisted treatment</td>
<td><strong>Provide alternate therapies for pain management- multi-disciplinary approach</strong>&lt;br&gt;Action Implemented?  Yes No&lt;br&gt;Continuing in FY18?  Yes No</td>
<td>- Identified 4 Providers for integrated medication assisted treatment subcommittee at Waldo County General Hospital&lt;br&gt;  - Dr Kendra Emery has been identified as the lead on this at Pen Bay Medical Center&lt;br&gt;  - All 4 providers trained at integrated medication assisted treatment training&lt;br&gt;  - Sessions offered to all primary care providers&lt;br&gt;  - Subcommittee attended MaineHealth Learning Collaborative&lt;br&gt;  - Served as Pilot w/Maine Quality Counts Program&lt;br&gt;  - Discussions w/Dr. Eggena for support w/Hepatitis C clinic post program go-live&lt;br&gt;  - We have worked on developing the hub and spoke model of treatment with integrated medication assisted therapy in the primary care practices&lt;br&gt;  - The hub in Rockland is co-located with comprehensive behavioral health services designed to screen and meet highest level of treatment need, including co-occurring disorders&lt;br&gt;  - The spokes are our patient centered medical homes which will provide integrated medication assisted therapy and supportive behavioral health services for stable patients and with support from behavioral health in the primary care setting&lt;br&gt;  - This will improve access to treatment for opioid use disorder in our community</td>
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<td>Be a resource for schools and youth serving organizations for stress/ healthy lifestyle</td>
<td><strong>Provide alternate therapies for pain management- multi-disciplinary approach</strong>&lt;br&gt;Action Implemented?  Yes No&lt;br&gt;Continuing in FY18?  Yes No</td>
<td>- Ongoing through staff and student classes, Journey to Health program and Let’s Go! initiatives</td>
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| Decrease RX Drug Use & Addiction | Address opioid use in new mothers and newborns (Waldo County General Hospital)  
Action Implemented? [ ] Yes [ ] No  
Continuing in FY18? [ ] Yes [ ] No | • Women's Health Office at Waldo County General Hospital has joined a Learning Collaborative with Dartmouth-Hitchcock working to develop a toolkit for opioid use disorders  
• A smart phrase with a checklist has been placed in EPIC electronic medical record to ensure our pregnant patients with opioid use disorders have all of their needs assessed and references made  
• We have also have been fortunate to become successful in getting a licensed clinical social worker in the Women's Health Office to meet with all of our Substance Use Disorder patients for support and referrals |
| | Develop informed consent to work with identified families needing support (Waldo County General Hospital)  
Action Implemented? [ ] Yes [ ] No  
Continuing in FY18? [ ] Yes [ ] No | • See section on Address opioid use in new mothers and newborns (Waldo County General Hospital) |
| | Develop packet for new mothers w/Substance Use Disorder about services (Waldo County General Hospital)  
Action Implemented? [ ] Yes [ ] No  
Continuing in FY18? [ ] Yes [ ] No | • See section on Address opioid use in new mothers and newborns (Waldo County General Hospital) |
| | Educate families/patients on medication management and use of alternate therapies  
Action Implemented? [ ] Yes [ ] No  
Continuing in FY18? [ ] Yes [ ] No | • In development |
| | Provide 3 hour training for all providers on prescribing practices  
Action Implemented? [ ] Yes [ ] No  
Continuing in FY18? [ ] Yes [ ] No | • Completed |