

Progress Report to Our Community

Addressing Community Health Needs

Fiscal Year 2017



2019



2018



2017

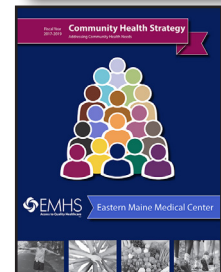


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Progress Report to Our Community



Donna Russell-Cook, FACHE
President, Eastern Maine Medical Center

Making our communities healthier - It may sound like a simple goal, but doing it right, involves hard work, commitment, and collaboration. Many factors can influence the health of people in our communities including income, poverty, employment, education, and household environment.

In 2016, EMHS partnered with three other large healthcare systems and the Maine Center for Disease Control and Prevention, an office of the Maine Department of Health and Human Services, 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 a progress report for our community health improvement plan for fiscal year 2017. As a member organization of EMHS, we at Eastern Maine Medical Center have our own unique set of priorities that we are addressing including:

- Substance Abuse Disorder
- Obesity
- Health Literacy

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

The information contained in the following pages demonstrate our commitment to our communities and show the steps we have taken to reach our benchmarks. Thank you for taking the time to review these materials. We appreciate and value your partnership in this endeavor. Together we are achieving success and supporting vibrant and healthy communities across the regions where we work and serve.

Sincerely,

Donna Russell-Cook, FACHE

President, Eastern Maine Medical Center



Priority #1: Substance Use Disorder

Rationale:

Substance use disorder continues to be the most significant health issue in Penobscot County, and partners from throughout the community are engaged in a focus effort to decrease its impact.

Intended action to address the need:

Eastern Maine Medical Center (EMMC) will continue to participate in the Community Health Leadership Board's initiatives to enhance substance use disorder prevention, recovery, and treatment in partnership with other organizations.

EMMC will implement prescribing protocols throughout its primary care offices, elements of which include a standardized contract and common approach to achieving informed consent. The Medical Group will continue a performance improvement plan developed to achieve greater compliance with its Medical Monitoring Protocol (a bundle that includes a medication contract, drug screen, pill count, and checks on a prescription monitoring program website). EMMC will evaluate its post-procedure prescription practices in specialty practices and identify areas for improvement and specific tactics to implement. Support and assistance will be provided with securing outside funding for social detox and a public awareness campaign as needed. Through the EMHS advocacy function, the Maine Hospital Association, and personal interaction with legislators, EMMC leadership will raise awareness among and attempt to secure the support of political leaders.

Programs and resource allocation:

Medical Group resources will be committed to assess the current state, finalize protocols, train providers, and monitor success. Leadership resources will be committed to legislative advocacy and support for funding.

Planned collaborations:

EMMC will work closely with members of the Community Health Leadership Board, including representatives from St. Joseph Hospital, EMHS, Penobscot Community Health Center, Acadia Hospital, City of Bangor, Penquis CAP, Community Health and Counseling Services, and Eastern Area Agency on Aging.

Population of focus:

The community, with a focus on patients who suffer with non-malignant chronic pain. We will impact the health of this population by targeting healthcare providers, legislators, and others.

FY 2017 Progress Report Priority 1: Substance Use Disorder - Prescribing Protocols	
Objective	Prescribing Protocols - Increase the number of primary care practices that have fully implemented prescribing protocols from 0 percent to 100 percent by September 22, 2017.
Status	Completed
Approaches taken and resources used	Eastern Maine Medical Center is a leader in reducing the harm of opioid misuse in our communities. The organization takes a multifaceted approach to addressing this community health issue, including ensuring providers are educated. In FY17, the EMMC Medical Group ensured that providers in our primary care provider sites received education in accordance with Maine law. This was achieved by ensuring enrollment in Maine's prescription monitoring program, reviewing a list of primary care providers' prescribing practices, and following up with education when necessary.
Partners engaged	Eastern Maine Medical Center shared ideas with Community Health Leadership Board members as the project rolled out.
Highlights	Eastern Maine Medical Center was successful in ensuring all providers were educated and enrolled in the prescription monitoring program database. Providers have made great progress with weaning patients who were prescribed large doses of opioid medication.
Outcome Measure	Internal Tracking
Project lead	Dr. Simone – Lead Physician, Primary Care
Next Steps	As additional provider groups enroll in the database and receive education as required by law, the Medical Group quality function will establish formal tracking mechanisms to ensure data is complete and accurate. Eastern Maine Medical Center will continue to support and encourage providers. This work is formalized in an updated community health improvement plan for FY18.

FY 2017 Progress Report Priority 1: Substance Use Disorder - Substance Misuse	
Objective	Substance Misuse - By September 2017, complete full evaluation of post-procedure prescription practices in specialty practices and identify improvement tactics to implement in FY17 and FY18.
Status	In Progress
Approaches taken and resources used	Eastern Maine Medical Center believes that reducing the burden of opioid misuse in our communities requires healthcare providers to implement prescribing protocols that reduce the likelihood of drug diversion and other forms of misuse. In recent years it has been common across the country for providers to prescribe opioids after surgery. It has been relatively routine – it is something that providers “just do.” Eastern Maine Medical Center has been working to further understand its specialty providers’ prescribing practices and to provide education and oversight to ensure patients do not routinely receive medication they do not need.
Partners engaged	Eastern Maine Medical Center partnered with the Community Health Leadership Board (idea sharing) for this priority:
Highlights	Discussions have occurred between the chief medical officer and service chiefs. Together, they have developed a better understanding of current state. Chiefs have had discussions with their surgeons, and they have brainstormed ideas.
Outcome Measure	Internal Tracking
Project lead	Dr. Raczek – Senior Vice President and Chief Medical Officer (no longer here)
Next Steps	Eastern Maine Medical Center’s Quality Departments, in partnership with the EMMC Medical Group, have developed a specific, measurable, realistic goal for FY 18. A tracking mechanism will be put into place to enable leadership to better track compliance and provide one-on-one intervention and education when needed. This work will continue in an updated community health improvement plan for FY18.

Priority #2: Obesity

Rationale:

Obesity continues to be one of the most significant public health problems in our region.

Intended action to address the need:

While EMMC has several programs in place to impact the prevalence and effects of obesity for people of all ages, a gap exists in providing the best possible support and tools to help those who have obtained medical intervention adopt healthy habits for a lifetime. We will partner with other health-focused organizations within our community to support this population on their journey to a healthier lifestyle.

Programs and resource allocation:

EMMC will commit staff time to identify evidence-based tools, develop partnerships, and pursue grant funding and support from corporate partners. Leadership resources will be provided to promote the opportunities these partnerships create and to provide funding where appropriate.

Planned collaborations:

EMMC will pursue a collaboration with Hannaford to provide expertise and access to resources and tools to promote healthy decisions around food selection and preparation. EMMC will also partner with the Bangor Y to develop specialized fitness opportunities in a supportive environment for community members participating in our weight loss programs.

Population of focus:

A primary focus will be on patients within EMMC's weight loss program with some tactics reaching a broader audience of community members whose Body Mass Index (BMI) falls within the obese category.

FY 2017 Progress Report Priority 2: Obesity	
Objective	Cafeteria Menu Revamp - Rework EMMC Food Services' menu to emphasize the Mediterranean diet characterized by high consumption of plant-based foods, whole grains, nuts, and legumes by June 30, 2017.
Status	Completed
Approaches taken and resources used	As a leader in improving and maintaining the health of our patients, visitors, employees, and community, Eastern Maine Medical Center embraces its responsibility to provide healthy food on its campuses. In FY 17, the organization underwent a review and improvement of its menu in concert with the opening of a new dining and food serving area that accommodates healthier choices. Improvements include a larger salad bar with more healthy options and fewer meats and cheeses, new plant-forward menu options, and increased availability of local produce.
Partners engaged	Eastern Maine Medical Center enhanced partnerships with local foodservice vendors.
Highlights	While it's too early to establish definitive trends, the new salad bar and other healthy options have been popular.
Outcome Measure	Successful completion of project to implement new menu
Project lead	Valerie Langbein, Director, Nutrition Services
Next Steps	This community health improvement plan is complete, and while the work to improve the availability of healthy food will continue, it will not be captured in a community health improvement plan (CHIP) for FY18 as it is part of the day-to-day approach to operations for the cafeteria. Tracking the sales of healthy items will be important so department leadership can make adjustments in the future as needed.

Priority #3: Health Literacy

Rationale:

Health literacy is one of the greatest determinants of health status and plays a critical role in health outcomes.

Intended action to address the need:

EMMC seeks to improve employees' comprehension of health literacy and patients' understanding of their medical conditions, treatments, and instructions. EMMC will achieve this by educating staff (both front office and in the exam room) throughout its Medical Group in an effort to help improve their ability to identify patients who need assistance and provide information and connections to services for patients who could benefit.

Programs and resource allocation:

EMMC will develop a toolkit and with evidence-based materials for Medical Group staff. Health literacy will be included as a topic of discussion at staff meetings. In collaboration with Literacy Volunteers of Bangor, a video, internal newsletter articles, and fliers will be created to inform staff of best practices and to help with the identification of patients who can be referred to Literacy Volunteers for assistance. Also in collaboration with Literacy Volunteers, materials will be made available to patients in waiting rooms throughout the organization. Literacy Volunteers staff will track referrals from EMMC.

Planned collaborations:

EMMC will collaborate with Literacy Volunteers and other organizations to implement these strategies.

Population of focus:

Healthcare consumers who have difficulty understanding information about their medical condition, treatments, and instructions.

FY 2017 Progress Report Priority 3: Health Literacy	
Objective	Health Literacy - Increase the number of referrals from EMMC primary care practices, Beacon Health care managers, and EMMC Diabetes, Endocrine, and Nutrition practice to Literacy Volunteers of Bangor from 0 to 25 by September 22, 2017.
Status	In Progress
Approaches taken and resources used	Health literacy is an important predictor of health outcomes. Eastern Maine Medical Center distributed patient and family-focused information about health literacy, including rack cards, posters, and business cards to key points of service and also in discharge packets. Staff in these locations were provided with talking points and training to prepare them to initiate and carry through conversations with patient and their families. Those who wish to seek assistance are referred to Literacy Volunteers of Bangor, Eastern Maine Medical Center's partner on the project. Eleven patients and family members self-referred to Literacy Volunteers. Eastern Maine Medical Center was recognized for its efforts by Literacy Volunteers, which presented the hospital with their Champion for Literacy Award.
Partners engaged	Eastern Maine Medical Center partnered with Literacy Volunteers of Bangor.
Highlights	Information was distributed to key points of service for patients and visitors and to primary care staff. Eastern Maine Medical Center accepted Literacy Volunteers of Bangor's 2017 Champion for Literacy Award for its efforts.
Outcome Measure	44% (11 people referred)
Project lead	Donna Ashe – Director, Medical Group Nancy Prescott, Manager, Patient Experience
Next Steps	In FY18, Eastern Maine Medical Center will continue its health literacy work by expanding the number of distribution sites to 14, providing additional tools and training to staff, and target Eastern Maine Medical Center staff who experience challenges with literacy.

Priority: Opioid Harm Reduction - Patient Education

Rationale:

The opioid epidemic is a significant public health threat impacting all Maine communities. Primary prevention efforts such as patient education on medication safety, pain management alternatives to opioids, and safe disposal of unused medications are proven strategies to reduce opioid misuse.

Intended action to address the need:

- Assess areas of need
- Develop an action plan
- Establish patient education protocol and timeline
- Implement distribution of materials
- Track activity

Programs and resource allocation:

- Staff time
- Educational materials – Choosing Wisely or similar materials

Planned collaborations:

Maine Quality Counts/Choosing Wisely, other potential resource organizations

Population of focus:

Patient population in need of chronic pain management

FY 2017 Progress Report Systemwide Priority: Opioid Harm Reduction - Patient Education

Objective	By 9/30/2017, increase the number of provider offices providing patient education materials surrounding prescription drug safety.
Status	Completed
Approaches taken and resources used	Eastern Maine Medical Center works with other community organizations to combat opioid misuse. In order to educate patients on the problem and solutions that might affect them, the organization distributed Choosing Wisely education to all practice waiting rooms. This information was chosen in collaboration with other EMHS community health leaders.
Partners engaged	Eastern Maine Medical Center partnered with the following entities on this priority: <ul style="list-style-type: none"> • Inland Hospital • Mercy Hospital • The Aroostook Medical Center • Community Health System Team
Highlights	See approaches taken and resources used
Outcome Measure	43 (est.) Medical Group practices that have waiting rooms
Project lead	Dr. Raczek – Senior Vice President and Chief Medical Officer (no longer here) Michael Reid – Vice President, Provider Services
Next Steps	Material will continue to be provided to practices. The material will be reviewed periodically to ensure relevance.

Priority: Healthy Food Access - Healthier Hospital Foodservice

Rationale:

Inexpensive, calorie-dense, and highly processed foods have become readily available, contributing to the increased incidence rate of obesity and obesity-related diseases. Integration of a Healthier Hospital Foodservice model of excellence, focused on manageable and sustainable changes to foodservice policies, environments, and procurement practices, can make it easier for patients, visitors and staff to improve their diet and health outcomes.

Intended action to address the need:

- Assessment of foodservice operations
- Develop action plan
- Establish procurement practices
- Update nutrient analysis software
- Increase the purchase of healthier or sustainable food items (e.g. increasing nutrient dense options, low-sodium, low saturated fat, added sugars)
- Environmental changes to increase availability of healthier foods and beverages (e.g. menu changes, product placement, nutrition information posting)
- Change procedures to support healthy foodservice practices

Programs and resource allocation:

Staff time; EMHS support

Planned collaborations:

EMHS Community Health; Miller Drug; Foodservice Vendors; Local vendors

Population of focus:

Hospital cafeteria consumers (employees, patients, community members)

FY 2017 Progress Report	
Systemwide Priority: Healthy Food Access, Healthier Hospital Food Service	
Objective	Increase the number of foodservice venues with improved availability of healthy foods through new or improved policies, environments, and systems from 0 to 1 by 9/30/2017.
Status	Completed
Approaches taken and resources used	In FY17, Eastern Maine Medical Center Food & Nutrition Services led a structured review of its foodservice environment with assistance from other experts. Improvements, many resulting from this analysis, include opening a new serving area, working with vendors to implement healthier choices, and implementing a new menu with healthier and more nutrient-dense options. This work culminated in the launch of a project to remove sugary beverages from all Eastern Maine Medical Center foodservice environments, which is expected to be complete in early 2018.
Partners engaged	Eastern Maine Medical Center partnered with the following entities on this priority: <ul style="list-style-type: none"> • EMHS Community Health • Miller Drug • Foodservice Vendors • Local farmers
Highlights	Eastern Maine Medical Center Food & Nutrition successfully evaluated its main cafeteria and made several changes to improve access to and appeal of healthier options.
Outcome Measure	1 site (cafeteria)
Project lead	Valerie Langbein, Director, Nutrition Services Paul Wetherbee, Associate Director, Nutrition Services
Next Steps	<i>This community health improvement plan was successfully completed and will not carry over to FY 8, but the work completed will help Food & Nutrition identify and complete improvement opportunities in the future.</i>

Conclusion

Eastern Maine Medical Center 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.

Eastern Maine Medical Center will engage in another Shared CHNA in 2019 and looks forward to ongoing community participation in these important efforts.

