

MaineHealth Consolidated Community Benefit Report – FY08

I. Why Create a Community Benefit Report?

The MaineHealth system includes multiple tax-exempt organizations. These member organizations provide hospital and medical services, medical education and research activities and many other programs intended to ensure that all residents of the communities we serve receive needed health services. This report summarized the MaineHealth system's community benefit efforts in fiscal year 2008.

II. Organizational Description and Information

MaineHealth is an integrated health system with the mission to work together to make our communities the healthiest in America. MaineHealth's member organizations include Maine Medical Center, Western Maine Health, Lincoln County Healthcare (which includes both Miles Memorial Hospital and St. Andrews Hospital), Waldo County Healthcare, Spring Harbor Hospital, Spring Harbor Counseling, NorDx, HomeHealth Visiting Nurses, Maine PHO and Synernet. These organizations provide a broad array of health services including hospital and medical services, laboratory services, home healthcare, long-term care, assisted living and residential care. MaineHealth's corporate staff leads efforts to improve the quality, coordination and efficiency of care as well as health status improvement, community education and other health-access projects.

III. Community Needs Assessment

The boards of MaineHealth's member organizations are made up of a diverse set of community members. Each board requires a thorough community needs assessment and directs its organization to respond to the needs identified. MaineHealth also participates in various initiatives to keep those assessments up-to-date. Some of these initiatives include:

- Clinical strategic planning
- Financial strategic planning
- Facility planning
- Manpower planning
- Physician recruitment strategic planning
- Emergency preparedness planning

In addition to these internal assessments, member organizations also review and act on many of the recommendations provided by external groups such as the Maine Center for Disease Control and Prevention and the "State Health Plan" created by the Advisory Committee for Health Systems Development.

IV. Subsidized MaineHealth Community Programs and Other Support

MAINEHEALTH CORPORATE – The “net community benefit investment” related to MaineHealth’s corporate activities is \$5,037,991. MaineHealth’s conduct of these activities is supported by its member organizations and MaineHealth’s investment income:

Clinical Integration

AH! Asthma Health – The AH! Program improves care and outcomes for Maine people with asthma. The program develops and coordinates asthma treatment education for physicians and sends asthma educators into schools and community organizations. The program lends support and expertise to the local asthma “HelpLine” for Somali and Latino community members in collaboration with the City of Portland, Health and Human Services.

TARGET Diabetes – The TARGET Diabetes Program improves care and outcomes for Maine people with diabetes. The program provides learning opportunities and support for primary care practices, helps physicians utilize an electronic registry to track outcome measures for patients and creates/distributes patient health education booklets for the community.

Healing Hearts – Healing Hearts improves heart failure care and outcomes for Maine people with that condition. The program coordinates distribution of pamphlets, scales, and any other resources intended to help people manage heart failure. Healing Hearts also established an electronic registry for physicians to track patient progress, and hospitals using this program consistently score above national averages on quality measures for patients with heart failure.

Cardiovascular Health Program – The Cardiovascular Health Program improves the care and outcomes for Maine patients with cardiovascular disease (CVD). Along with an electronic registry for physicians, the program produced a public awareness campaign for public access television in Greater Portland. The Cardiovascular Health program also supports the efforts of hospitals in offering preventative screenings to thousands of people with CVD through risk screening and reduction programs.

Acute Myocardial Infarction (AMI) – The AMI program improves outcomes of individuals that experience a certain type of heart attack (STEMI) by redesigning systems to ensure high quality, timely, and coordinated care. Through the AMI program’s “Rapid Response” packets, health systems met goals for decreasing the transport time to treat patients. Program staff also informs hospitals of cardiology literature and clinical practice guidelines.

Caring for ME – Caring for ME helps people with depression and those who care for and about them. The program trains primary care providers on the diagnosis and treatment of patients, and many physicians use an electronic

registry to track outcome measures. In 2006, the program was chosen as one of only 20 healthcare organizations nationwide to participate in a year-long project focused on increasing patient and family involvement in chronic disease self-management.

Mental Health Integration – MaineHealth, in partnership with Spring Harbor and MMC Mental Health Network, developed a pilot program to improve primary care/mental health integration. The program conducts a collaborative “Learning Community” exploring the effectiveness, efficiency and cost/benefit of integration with six pairs of primary care/mental health partners.

Stroke Care – The MaineHealth Stroke Care Initiative seeks to improve the care and outcomes of patients who suffer from ischemic stroke, hemorrhagic stroke, and TIA. The program offers a set of provider education (e.g. pathways, guidelines) materials and patient education materials. Staff are working to develop systems to coordinate services and efficiently transfer patients across the system, while increasing access to neurology services for hospitals in need.

Prevention – The Prevention program seeks to improve adherence to adult and pediatric clinical preventative health guidelines. The program has created a preventative health module in the Clinical Improvement Registry (CIR); has developed patient oriented adult and pediatric preventative health guidelines and tracking tools so as to monitor preventative measures by population; and also has developed tools to support patient self management and provider education.

Osteoporosis – The Osteoporosis program seeks to improve the health and outcomes of patients who suffer from osteoporosis. This includes identifying patients who have had a fragility fracture and connecting them to their primary care providers for appropriate follow through. The program includes education materials to help providers in the prevention and treatment of osteoporosis and patient education materials that promote patient self management and fall prevention.

Palliative Care – The Palliative Care program seeks to improve the care of patients who have limited life expectancy and require comprehensive biomedical, psychosocial, and spiritual support as they enter the terminal stage of illness or condition. The program also supports family members coping with the complex consequences of illness, disability, and aging as death nears, while addressing the bereavement needs of family following the death of the patient.

Oncology – The Oncology program is looking to improve access to high quality cancer services throughout the MaineHealth region; to improve capacity to deliver patient centered care and coordination of cancer care services; and to develop additional infrastructure needed to support defined levels of cancer care.

Infection Prevention and Control Consortium – This program coordinates infection prevention and control initiatives in MaineHealth hospitals. The program focuses on quality improvement and measures the impact of its efforts at both the hospital and system level.

Health Status Programs

Healthy Weight Initiative – This initiative targets both children and adults in the community. The key parts of the initiative include clinical, community, and environmental/policy interventions. MaineHealth’s financial and in-kind support for this initiative recognizes the importance of preventing obesity as a major driver of healthcare costs, a major risk factor for chronic diseases, and a well-documented community epidemic. In FY08, MaineHealth also made a significant financial contribution to the Maine Youth Overweight Collaborative.

Community Education Programs

MaineHealth Learning Resource Centers – With three Maine locations, the LRCs provide patients, healthcare providers and community members with easy access to quality health information and a wealth of educational reference material. In addition, the LRCs offer the public over 100 unique classes taught by professionals (e.g. healthy cooking, yoga, chronic disease self-management, cancer prevention, and mental health awareness).

Parkinson’s Information and Referral Center – The Center is a primary resource for people with Parkinson’s disease, as well as their families and healthcare providers. Assistance includes “patron requests” for information, direct physician referrals, educational outreach to healthcare facilities, coordinating support groups, and specialized classes for newly-diagnosed individuals.

Access to Care Programs

CarePartners – The program arranges the provision of donated healthcare services for low income uninsured Mainers in Cumberland, Kennebec and Lincoln Counties. CarePartners also provides administrative support to help serve the target population, including comprehensive eligibility assessment, care management, and access to low cost or free pharmaceuticals.

MedAccess – The program provides access to approximately one million dollars of free medications. CarePartners provides this community resource to uninsured and underinsured community members through the Patient Assistance Programs (PAPs). In addition to this service, MedAccess offers application assistance for other prescription access programs (Medicare Part D, etc.) either in-person or through a toll-free number.

System Development

Healthviews Television Network - Healthviews is a community health education television partnership with Greater Portland's local community access channel. The program airs 12 monthly half-hour segments that provide the latest information on important health and medical issues to help community members become more informed consumers.

Osteopathic Heritage Fund – The endowment fund was created from the merger of Brighton Medical Center (former Osteopathic Hospital of Maine) and Maine Medical Center. The OHF provides yearly grants to advance the principles of Osteopathy, to preserve Osteopathic history, and to promote the recognition and validity of Osteopathic principles in practice.

HealthInfoNet – MaineHealth made a significant financial contribution in support of HealthInfoNet's effort to create a statewide health information exchange.

Lincoln County Nursing School – Miles Health Care, St. Andrews Hospital, and Central Maine Community College developed a partnership to create a satellite nursing school program in their community. MaineHealth provided financial support for the purchase of certain necessary equipment to help start the program.

Partnership for Healthy Aging

PHA leads the implementation of evidence-based prevention programs for older adults (Living Well, A Matter of Balance, EnhanceWellness, EnhanceFitness, Healthy IDEAS) throughout Maine. The efforts of Elder Care Services focus upon improving transitions, prevention and quality across the care continuum. Initiatives include Care Transitions coaching, Community Links and Falls Prevention Tools for providers and patients.

VitalNetwork

The enhanced-ICU (E-ICU) initiative allows audio/video patient monitoring to coincide with real time display of information trend and condition changes. The system is staffed by expert ICU physicians and nurses in a central station, allowing enhanced remote monitoring of patients in multiple locations. Similar systems have been proven to reduce ICU mortality by 25%. MaineHealth was the first healthcare system in New England to implement the e-ICU program.

Contributions to other non-profit organizations

MaineHealth makes carefully selected contributions to other nonprofit organizations throughout the year, including the following: Children's Museum of Maine, Institute for Civic Leadership, Maine Public Broadcasting, Community Counseling Center, Maine Children's Alliance, Junior Achievement of Maine, Portland Regional Chamber of Commerce, Muskie Fund for Legal Services, American Lung Association, AHA Northeast "Heart Ball" sponsorship, Pine Tree

Council, Girl Scouts of Kennebec Council, Portland Rotary, NAMI walk, and Shalom House.

HOMEHEALTH VISITING NURSES – The following programs provided a total net community benefit investment of \$27,932:

Internal Actions to Benefit the Community

Nursing education – HomeHealth Visiting Nurses supported nursing education throughout Southern Maine. In Fiscal Year 2008: 1) \$1,000 was awarded to a student enrolled in the nursing program at the University of Southern Maine in support of her education and in memory of a former board member, Dr. Patricia Geary; 2) Twelve graduating seniors from high schools throughout York County each received a scholarship of \$100.

Nurse training in collaboration with local universities – HomeHealth Visiting Nurses collaborated with the University of Southern Maine, Southern Maine Community College, University of New England and St. Joseph’s College to provide clinical opportunities for nursing students. The organization provided training and home visiting opportunities to 58 students from St. Joseph’s College, ten students from Southern Maine Community College received 80 hours of clinical mentoring support, and eight students from the University of Southern Maine spent 24 hours observing clinical practice at Community Health clinics. Two registered nurses, enrolled in Bachelor of Science degree programs, spent a total of 220 training hours at the organization.

Community Improvement Programs

Blood Pressure Screenings – A complimentary blood pressure screening is provided to community members that access our community foot clinics. During fiscal year 2008, clinicians provided screenings to 216 clinic attendees.

Flu Vaccinations – During fiscal year 2008, 190 vaccinations were provided to the public, at no reimbursement, to include participants at shelters and soup kitchens throughout the community.

Community Education Sessions – During fiscal year 2008, Provider Relations’ nurses provided education to various nonprofit organizations and community groups, including Southern Maine Agency on Aging, civic organizations, University of New England’s Health Center, University of Southern Maine, local Chapters of AARP, senior citizens organizations, various faith-based groups, assisted living facilities, nursing homes, group homes and municipal offices. Community Health clinicians also provided educational sessions at the Gorham Schools, the Monarch Center, Shaw House and Trafton Center. HomeHealth Visiting Nurses’ nutritionist participated in a MaineHealth diabetes educational video and presented a Diabetes session at the Salvation Army. In addition, the nutritionist and a Community Health RN participated in a day-long student health fair and teacher in-service for Gorham Elementary School. Rehabilitation

Therapists presented in-services on Healthy Aging, Home Safety and Fall Prevention to nursing homes and assisted living facilities in the service area.

LINCOLN COUNTY HEALTHCARE – The following programs provided a total net community benefit investment of \$5,113,115:

Subsidized Health Services

Lincoln Academy School-Based Health Clinic - Miles Medical Group provides a mid-level clinician for the clinic at no charge. Miles Health Care provides medical supplies at no charge.

Miles Home Health Foot Clinic - offered at a reduced rate

Mammography Clinic - offered once a year at a subsidized fee

Breast Health Case Management - these services are offered free of charge

Weekly blood pressure screening clinic - offered at no charge

Hepatitis B vaccination program, TB Testing, and blood-borne pathogen and exposure testing - for healthcare volunteers at no charge

Skin Cancer Screening /Education - American Cancer Society “No Sun for Babies” program (free of charge)

Subsidized Community Physician Services - Lincoln County has few private practice physicians. In order to ensure access to primary care and certain specialty care physicians, Lincoln County Healthcare employs physicians and provides their services through its hospital based practices at St. Andrews Hospital and Miles Memorial Hospital. Services include: Family Medicine, General Surgery, Orthopedic Surgery, Pediatrics, Internal Medicine, Obstetrics and Gynecology. Services are provided without regard to ability to pay. Given the demographics of Lincoln County, these services – although critical – are not self-sufficient.

School Health Center – St. Andrews practitioners provide discounted healthcare services to the students of the Boothbay Region School District.

Maine Breast and Cervical Health Program – reduced fee services for women

Community Health Services

Hospice Volunteer Training – A 40-hour course seminar offered in the spring and fall - free of charge (24 participants)

Monthly Alzheimer’s Support group - provided for free to the community

Free Bi-Weekly Grief Support group - provided to anyone in the community who has suffered a recent loss

Weekly Telephone Grief Support & Referral Service - provided through Miles Home Health & Hospice

Remembrance Gathering - memorial service sponsored by Miles Home Health & Hospice (25 participants)

Childbirth Classes - offered through the Obstetrics unit at Miles at a subsidized cost

Physician referral answering service and physician referral guide - mailed to all residents of Lincoln County at no charge

Local Speaker's Bureau - staff provided health-related presentations for nonprofit and service organizations

Provide class space for Emergency Medical Technician Training (no charge)

Provide C.P.R. courses to local nonprofit agencies at a minimal cost

Provide Infant and Child CPR classes and course materials for parents and family members at no charge

Miles Memorial Hospital Emergency Department is a clinical site for Emergency Medical Technician Training

Miles Memorial Hospital Laboratory provides clinical training to EMTs

Blood pressure screenings

Nutritional counseling services

Flu clinic – St. Andrews provides staff to administer influenza vaccine

Memory screenings – held annually in conjunction with the Alzheimer's Foundation of America

Matter of Balance – a fall prevention program targeted to seniors and hosted by St. Andrews Village (in partnership with the Boothbay YMCA)

Dental Hygiene program – offered through the Family Care Center and the School Health Center

Community-building activities

Lincoln County Healthy Maine Partnership - As a co-sponsor for this organization, Miles co-develops, provides funding and staffing, and implements a winter community health event each year. Miles staff members participate on its Advisory group and on various committees.

Lincoln Academy/Wiscasset High School, JMG - The J.M.G. (Jobs for Maine's Graduates) program offers classes to sophomores, juniors, and seniors, as well as follow-up work with post-graduates that focus on appropriate attitudes and skills for the transition from high school to the workplace. Miles volunteer program provides opportunities to develop job skills.

Youth Promise - The Mentor Assisted Community Service Program was developed to help juvenile offenders who, left on their own, would be unable to fulfill their court required community service commitment (placed as volunteers for community service hours).

Sweetser - Sweetser's adult community-based services provide support and resources for individuals with behavioral and mental health needs who are eligible for services under state guidelines, to assist them in remaining in the community of their choice. These individuals are placed in volunteer positions at LCH, and LCH staff work with these individuals to assist them in developing job skills.

ASPIRE/ TANF: Maine's Welfare program - The TANF program provides cash assistance; employment, training and education opportunities; and work support such as childcare for low-income parents with children. Most parents receiving TANF are required to participate in a work activity for 30 hours per week (failure to participate results in a loss of benefits to the family). Parents are placed as volunteers for 30 hours a week at Miles.

Senior Community Service Employment Program - The goals are the enhancement of employment opportunities for older Americans and the promotion of older workers as a solution for businesses seeking a trained, qualified, and reliable workforce. The strategy is to utilize a service approach that can respond quickly and effectively to the changing needs of business.

High School Job Fairs and Career Days - Human Resources and various departments at Miles go to area high schools presenting healthcare career opportunities and provide job interview training and other job-seeking skills.

Friends in Service Helping (FISH) – In partnership with FISH, St. Andrews Village coordinates scheduling of drivers.

Domestic abuse prevention council – This is a partnership with community groups and individuals to address domestic violence.

Disaster preparedness in the community – provides support and participates in activities

Lincoln County Physician guide – provided to communities

Meals on Wheels

Charitable Giving

Host and sponsor of the American Cancer Society “Making strides against breast cancer” - Miles provides volunteer leadership, meeting facilities, and is a sponsor for this event.

Host and sponsor of the American Cancer Society Daffodil Days

Healthy Kids (Child Abuse and Neglect Council of Lincoln County) - Miles Health Care is a corporate sponsor of the program’s “Strawberry Shuffle” fundraiser.

American Diabetes Association - Miles Medical Group in Wiscasset actively raises funds in support of diabetes research and participates in the “Walk with your Doc” event.

Salvation Army & Holiday Wish Tags in Lincoln County - Provide volunteers and leadership throughout Lincoln County Healthcare, in order to help collect toys/gifts for local needy families.

Food Donations - The Dietary departments donate extra food to Meals-on-Wheels, the local food pantry, and the Salvation Army.

Skidompha Summer Reading Program - Miles sponsors this local children’s literacy program.

Support of the Boothbay region ambulance service – St. Andrews provides the Medical Director, supplies, and pharmaceuticals.

Donation of medical supplies for local and overseas missions

Health Professions Education

Internships – Miles Health Care provides internship opportunities for nursing, social services, and resident physicians who are completing their rural rotations

CNA Training – provided three 12-week CNA classes at no charge to students

ED Training for EMS personnel – four reviews and in-services in trauma care for 20 E.M.S. personnel (EMS EKG course - 12 students)

Miles Professional Development Program – provides scholarships and continuing education opportunities to its employees and members of the community

Nursing School clinical placements – provides 3 to 12 week clinical placements for nursing school students in long-term care and hospital settings

Job shadow experience – provides half-day to day-long experiences to community members and high school students interested in pursuing a healthcare career

Certified Residential Medication Aide full certification – provides 40-hour course and the re-certification course at a reduced rate to community members and area assisted living facilities

Personal Support Specialist – provides this 50-hour course at a reduced rate to community members

Lincoln County Healthcare Education Center – This is a collaborative effort of Central Maine Community College and Lincoln County Healthcare. The new school, the first college degree program in Lincoln County, opened in September 2008 with eight students (eight more will begin classes next year). First year students have the option to earn a Licensed Practical Nursing (LPN) degree within a year and will have a five-year grace period to complete the requirements for the RN credentialing, should they choose, or continue on for a second year to become a Registered Nurse. The program collaboratively works with colleges, clinical departments of the hospital, long-term care facilities, MaineHealth, Lincoln Academy, and local businesses. Students receive classroom training at Central Maine Community College and in classrooms at the Lincoln County Healthcare Education Center located in Damariscotta. An agreement with Lincoln Academy will allow students to use its labs for a percentage of their work. Clinical training will be at Miles Memorial Hospital, St. Andrews Hospital, and at our long-term facilities in both communities. Lincoln County Healthcare provides administration services, clinical training, equipment, supplies, technical support, and two full scholarships to the school.

MAINE MEDICAL CENTER – The following programs provided a total net community benefit investment of \$44,886,282:

Subsidized Health Services

Outpatient Clinics: Many MMC outpatient clinics serve specific patient populations with services that would otherwise not be available in the community, including a Virology Treatment Center clinic that is a statewide resource to

physicians caring for patients with HIV/AIDS; it also provides education and conducts clinical trials. In addition, one afternoon a week, the International Clinic provides services to immigrants and refugees from around the world who have settled in Portland. MMC's Gynecology Clinic held focus groups with Somali women to better understand their beliefs, needs, and concerns, then provided ongoing staff education. Workshops for Somali women and leaders enhanced education and understanding around prenatal care and delivery and postpartum concerns.

Uncompensated Care Drug Program: MMC's Pharmacy provides free medications to qualifying MMC cancer patients and discharged patients, and patients of the Emergency Department and Brighton First Care receive 'starter packs' and some routine drugs at discharge, at no charge.

Behavioral Healthcare: MMC is a safety-net provider of outpatient behavioral healthcare services.

Language Line and Interpretive Services: Live and telephonic interpretation services are provided for patients who do not speak English.

Sign Language Interpreting Services: MMC provides on-site interpreters and access to services for deaf and hard of hearing patients who use American Sign Language to communicate. The coordinator trains MMC staff to better accommodate deaf and hard of hearing patients and, with local agencies, brings medical information to members of the deaf community.

Community Health Services

Sagamore Village Health Center: MMC helps provide staffing for this clinic in a disadvantaged Portland neighborhood.

School-based Clinics: MMC provides staff and support for clinics in several Portland Public Schools.

Skin Cancer Screenings: MMC and local dermatologists hold free community screenings for skin cancer.

City of Portland TB Clinic: MMC provides staff and support to test and administer to patients, including follow up for patients previously seen in MMC's Emergency Department.

Prostate Cancer Screening: MMC and local oncologists hold free community screenings for prostate cancer.

Healthcare Support Services

CarePartners: MMC participates in this free care program operated by MaineHealth, providing not only free care, but funding for operations. Access to low cost or free pharmaceuticals is part of this “safety net” program.

Northern New England Poison Center: The NNEPC serves Maine, New Hampshire, and Vermont consumers and clinicians with toll-free telephone consultations about toxic substances.

Physician Referral Line: MMC offers the community a toll-free service to locate a primary care or specialist physician who matches the consumer's particular needs.

Tutoring: MMC provides tutoring for students who are missing school due to hospitalization.

Community Health Education

Healthviews: A monthly health topic television show aired on Time Warner cable and made available to other systems.

Southern Maine EMS Children's Safety Day: MMC provides funding, staff, and information for this free annual event.

Health Sciences Library: The MMC Health Sciences Library is open to the public, and staff perform literature searches for consumers on request.

Support Groups: MMC offers a variety of support groups, including caregiver support groups through our Geriatric Center for the Southern Maine Agency on Aging and the Maine Alzheimer Association, bereavement groups, and various groups for new mothers.

Prostate Forum: MMC held a free educational forum to educate men and their loved ones about prostate cancer.

Healthvision Web Portal: MMC offers free "Manage Your Health Online" capabilities to the general public, including a health information library, a consumer messaging suite, and health management tools for patients to manage and track their health information online and complete risk assessments.

Community-building activities

Chambers of Commerce, Greater Portland Region and Maine State: Maine Medical Center is a dues-paying member of these two organizations.

Involvement in Community Organizations: Many MMC employees serve on boards or volunteer during work time for local organizations, including the Cancer Community Center, Wayside Evening Soup Kitchen, and Maine Cancer Foundation Pink Tulip Program.

Financial Contributions

LifeFlight Foundation: MMC has made a significant contribution to the LifeFlight Foundation of Maine, which provides helicopter ambulance service to the entire state.

United Way: MMC makes a contribution to the Greater Portland obesity initiative, supports the annual United Way campaign, and provides staff time during the annual campaign.

Foster Grandparents: These elderly volunteers from an outside organization provide a valuable service to MMC's youngest patients, and MMC provides meals for them while on duty.

Contributions: MMC makes carefully selected contributions to other nonprofit organizations whose activities augment or complement MMC's mission. Significant contributions went to the American Heart Association, the American Cancer Society, Gary's House, and the Ronald McDonald House of Portland.

Charles A. Dana Health Education Center: The classroom facilities of the Dana Center are available free of charge to external groups who have MMC sponsors. Regular users include Alcoholics Anonymous, the National Alliance for the Mentally Ill, HOPE, etc.

Taxi Vouchers: MMC provides taxi vouchers to patients who need transportation home.

Clothing for Certain ED Patients: MMC purchases a supply of clothing for the Emergency Department to keep on hand for patients whose clothing is damaged as a result of their injury.

Printing Services: MMC Print Services department produced printed materials for several local not-for-profit organizations: Boys to Men, Wayside Evening Soup Kitchen, and United Way.

Research

Maine Medical Center Research Institute: MMCRI is the largest hospital-based biomedical research facility in northern New England. Many scientists and clinicians author scholarly work or participate in various studies and research activities.

Medical Education

Medical Education: MMC provides a clinical setting for medical students from a number of medical schools as they rotate through the clinical services; post-graduate training in a number of specialties, in both residencies and fellowships; rural practice settings as part of resident education and as a service to the

practices; and numerous sessions in which practicing physicians can keep their knowledge current.

Workforce Enhancement

Surgical Technology Training Program: MMC trains certified surgical technologists, a critical part of the team in operating rooms.

MMCRI Summer Student Research Program: MMCRI provides college and pre-college students with an opportunity to receive an educational experience in biomedical science, working with MMCRI's investigators.

Medical Explorers: MMC provides support to a Medical Explorers post, which exposes high school students to healthcare career options.

Scholarships and Educational Funding

HealthCare Review Symposium Scholarship: Each year, MMC provides a scholarship for an attendee at the HealthCare Review Career Symposium.

NORDX – The following programs provided a total net community benefit investment of \$5,000:

Contributions - NorDx provides a direct annual stipend to Portland's Healthcare for Homeless.

SPRING HARBOR HOSPITAL - The following programs provided a total net community benefit investment of \$116,000:

Community Education Programs

Since 2000, Spring Harbor Hospital's mental health professionals have facilitated free and low-cost health education programs for the public on topics ranging from stress management to living with bipolar disorder to substance abuse prevention. Free screening programs are offered each year for anxiety and depression. In 2008, more than 1,393 local residents availed themselves of these educational programs. Also provided as a community service were newsletters distributed to the public that provided information about maintaining optimum mental health. Costs associated with these community education and wellness programs totaled \$17,000 in fiscal year 2008.

Charitable Giving

Spring Harbor Hospital participates in annual charitable giving activities. This includes the United Way of Greater Portland's annual community campaign, during which one month of employee labor is donated to coordinate all Spring Harbor's employee giving to the campaign (that donated time was worth \$4,000 in 2008). In addition, the Hospital routinely provides meeting space for area nonprofit agencies and community groups and routinely donates monetary and

human resources to area charities whose missions are compatible with Spring Harbor's.

Health Professions Education

Spring Harbor is a teaching hospital, offering residency training and educational experiences for medical, nursing, social work and other health professions students. The residency program offers rotations in youth psychiatry and extended learning experiences for child psychiatry fellows through a resident training affiliation agreement with an affiliated hospital. Nursing students from local nursing schools perform their clinical rotations in psychiatry at Spring Harbor. Social work, occupational therapy, and psychology interns also spent time at Spring Harbor. Staffing costs associated with these training programs approximate \$95,400 for fiscal year 2008.

<u>WALDO COUNTY HEALTHCARE INC. – The following programs provided a total net community benefit investment of \$3,767,777:</u>

Subsidized Health Services

Public Health Nursing – The Belfast Public Health Nursing Association addresses public health issues by offering free health education and services to low-income, at risk, individuals and families in Belfast who would not otherwise have access to healthcare. Waldo County Healthcare and the City of Belfast subsidize the services which include walk-in crisis management of health needs, emergency food and housing, home visits to each new mom and baby in Belfast, immunization clinics, blood pressure clinics and foot care for senior citizens. Prevention, early intervention and referrals to other agencies increase public safety.

Case Management - Waldo County General Hospital's Community Case Management Program is a free service for patients with COPD and/or CHF. The program is designed to help patients follow their doctor's treatment plan to reduce complications and symptoms; to answer medical questions; to remove barriers to service; and to develop a plan to reach their goals, including in some cases, returning to work. In the first year, patients enrolled in case management reduced hospitalizations and Emergency Department visits by more than 85%.

Occupational Health and Wellness - In order to ensure access to occupational health services and to reduce the rate of occupational injury in our community, Waldo County Healthcare subsidizes Coastal Occupational Health and Wellness Services (COHWS). COHWS offers post offer physicals, ergonomic evaluation, on-site injury prevention programs, medical care for workplace injuries, in-office and on-site injury follow-up, smoking cessation counseling, on-site nursing services and CPR/First Aid classes, on-site immunizations, on-site wellness services and assistance with workers compensation claims.

Home Health and Hospice - Waldo County Home Health and Hospice is subsidized by Waldo County Healthcare, allowing them to provide comprehensive in-home medical, physical, social and emotional care to home bound people of all ages and to those choosing to die at home without denying any patients care because of inability to pay.

Physician Services - In order to ensure access to primary care and certain specialty physician services, Waldo County Healthcare owns and operates physician practices providing family medicine, cardiology, general surgery, internal medicine, neurology, obstetrics, gynecology, occupational health and wellness, orthopedics, podiatry and rural health centers. Due to the demographics of the population in Waldo County, most of these services would not be available if they were not provided by a system such as ours. Currently 50% of the general and specialty practices available to residents of Waldo County are owned and operated by Waldo County General Hospital, and this number continues to grow. Many local private practice physicians have been forced to close their practice to, or significantly limit access for, new Medicaid patients. Our practices continue to accept patients regardless of their insurance coverage or lack thereof.

Community Health Services

Clinics – services such as blood pressure reading, immunizations, reiki treatment and men’s health tests provided at no cost

Classes – yoga, aquatic exercise, fitness ball workout, strong women weight training, living well, look good...feel better, weight watchers provided free or at a nominal fee

Family Wellness Fair – a free, one-day event of interactive health displays, literature and samples; free cholesterol, blood pressure and hearing screenings; and educational speakers

Health Information Library – Waldo County General Hospital has an Information Library which provides patients, healthcare providers and community members with easy access to quality health information and educational resources. The Medical Oncology and Transfusion Clinic also maintains a resource library on cancer-related topics.

Mammogram Fund – free mammograms are given to community members who apply and who fit certain criteria

Oncology Patient Assistance Fund – monetary awards are applied to the hospital bills of patients who ask for assistance

Speech/Language lectures – interactive programs for parents included “Essential Skills to Prepare Young Children for Reading” and “Helping Your Young Child Talk”

Support groups – free meeting space and some facilitators for groups such as Alcoholics Anonymous, foster parenting, bereavement support, family caregivers, hospice volunteers, widows and widowers

Community-building Activities

- Community-wide emergency preparedness planning and drills
- Free meeting space for Mid-coast Emergency Medical System
- “Books for Babes” – free books are given to newborn babies by a local teacher’s group and the Women & Infants Healthcare unit provides a newborn goody bag of gifts, some donated by community members
- Hospital tours for second graders in all three school districts in Waldo County
- Collaborate with Healthy Waldo County (created through the Fund for a Healthy Maine), which performs a community needs assessment and holds public forums and educational sessions on topics aimed to positively impact the health/vitality of our community
- Belfast Public Health Nursing Association addresses public health concerns – visits every new mother and baby in Waldo County, provides immunizations for city workers and teachers, distributes information to school nurses and handles public safety issues
- InPulse newsletter – mailed to community members quarterly (as well as an annual report) to inform them of new services, staff and activities at Waldo County Healthcare
- Baby Fair – organize a fair with educational booths on parenting and also provide a place for community members to buy and sell used children’s clothes and toys
- Sponsor an American Red Cross blood drive
- Remembrance service for loved ones facilitated by home health and hospice staff
- Advanced directives booklet and forms given to any patient requesting information

Charitable Giving

- Belfast Rotary 100 Fund
- Memory Walk for Alzheimer’s Association of Maine
- National Association of Mental Illness Walk
- Oncology Walk
- Relay for Life
- Missing Children Alert Program
- YMCA Healthy Kids Day
- Mid-Coast Maine Women’s Health Conference

Health Professions Education

College scholarships – Awarded scholarships to 10 high school students pursuing a degree in a healthcare profession.

Nursing Program at University of Maine Hutchinson Center – Contributed to the formation of a B.S.N. program at the college in Belfast.

WESTERN MAINE HEALTHCARE - The following programs provided a total net community benefit investment of \$3,003,810:

Subsidized Health Services

Physician Services – In order to ensure access to primary care and certain specialty physician services, Western Maine Health owns and operates, through its subsidiary Western Maine Multi-Medical Specialists, physician practices providing Cardiology, Family Medicine, General Surgery, Pediatric, and Obstetric and Gynecology services. WMMMS also has partnered with physician groups to provide Oncology services to the community. Due to the demographics of the population in Oxford County, most of these services would not be available if they were not provided by a system such as ours. Most local private physicians have closed to, or significantly limited access for, new Medicaid patients. Our practices continue to accept patients regardless of their insurance coverage or lack thereof. In the aggregate, 30% of patients served by Western Maine Multi-Medical Specialists were covered by the State of Maine Medicaid program. At September 30, 2008, physicians employed by Western Maine Multi-Medical Specialists included three Family Practitioners, three General Surgeons, three Pediatricians and three Obstetrician/ Gynecologists. Effective January 1, 2009, Western Maine Health acquired a local Family Medicine practice and employed its providers and other staff in order to preserve and expand the primary care physician complement in the community.

Long-Term Care Services – Western Maine Health owns and operates Market Square Health Care Center, a 98-bed long-term care facility comprised of 76 nursing home/skilled nursing facility beds and 22 residential care beds. Market Square accepts patients and residents whose clinical needs exceed the capabilities of other area nursing facilities. While we may serve these patients at a financial loss, it is an important part of our mission to provide healthcare services that keep our local patients in the community. Market Square accepts all residents who meet clinical criteria, regardless of the source of expected payment for services.

School-Based Health Clinics – Western Maine Health operates health clinics located in Oxford Hills Comprehensive High School and Oxford Hills Middle School. Grant funding and income from services provided cover less than one-half the cost to staff/operate the two clinics. During the 2007-2008 school year, over 900 students were enrolled in the clinics (385 received services).

PACE Paramedic Service – PACE, a department of Stephens Memorial Hospital, operates a paramedic licensed ambulance service with Paramedic level Advanced Life Support (ALS) care available twenty-four hours a day. PACE provides direct and indirect benefits to the towns who have selected PACE as its primary ambulance service and to other towns who primarily use other community-based ambulance services. PACE neither requests nor receives subsidies from the towns served. PACE also provides ALS backup support at no charge for other area community rescue services that do not have full-time paramedic coverage. During 2008, PACE provided paramedic coverage for other ambulance services on over 300 calls.

Mammogram Coupon Program – Western Maine Health supplies coupons to local physicians, who provide the coupons to low-income patients. These patients receive mammography exams at Stephens Memorial Hospital at no charge.

Outpatient Psychiatry Service – Mental health is one of the greatest unmet patient needs in the community. Western Maine Health offers an outpatient psychiatry consultation service. This service is provided through an arrangement with Spring Harbor Hospital, a non-profit psychiatric hospital and a member of the MaineHealth system.

Community Health Services

Health Information Library – The Stephens Memorial Hospital Health Information Library provides patients, healthcare providers, and community members with easy access to quality health information and educational resources. In 2008, the Library offered reference material to approximately 1,000 people in the form of videos, books, trained staff assistance, periodicals, and other resources.

Community-building Activities

In addition to the subsidized health services and community health services described above, Western Maine Health sponsors or participates in a variety of other community activities and programs. These community-building activities include:

- Our Vial of Life program allows individuals in the community to record and safely store their current health information at home, in case it needs to be retrieved in an emergency situation
- Safe Sitter courses, a medically-accurate instructional program designed for young adolescents 11 to 13 years of age
- Community-wide emergency preparedness planning
- Regional health planning and pandemic planning
- We provide a clinical site for local Certified Nurses Aide programs
- Annual Conference - Alcoholism and Drug Addiction: Disease, Treatment and Recovery

- Free community blood pressure screenings and clinics
- Blood drives
- Sibling classes for children expecting new family members
- Nutrition open houses for the general public

We also provide meeting space at no charge for local non-profit support groups including Alcoholics Anonymous, smoking cessation, Gear parent network support group, and support groups for those affected by depression/bipolar conditions, diabetes, grief, and Parkinson's Disease.

V. Billing and Collection Practices

Each member organization of MaineHealth charges its respective patients the same price for the same services, regardless of payor source. Individuals are not required to pay or make arrangements to pay prior to the services being provided.* Each organization establishes its own clear policy regarding the number of days between a patient receiving services and the first bill, the number of days a patient has to pay for those services, the number of notices that must be sent to patients informing them of their lack of proper payments, and continued attempts to communicate with such patients about a solution.** In the absence of either full payment or a patient's attempts to communicate in order to resolve the situation, MaineHealth members use a responsible and professional collection agency if necessary. Each member organization has a clear policy as to when a bill becomes classified as "bad debt" based on lack of payment by the patient and other applicable factors.*** MaineHealth members may pursue legal action for collecting an outstanding bill only with prior Board approval, yet most MaineHealth members have never chosen to pursue such legal action.**** Member organizations offering long-term and residential care services have, from time to time, taken legal action to collect amounts due from patients or residents who are not covered under the MaineCare program and have sufficient resources to pay for the services they received.

* The only time this is not the case is with certain elective surgical procedures at some organizations

** See individual member form 990 Community Benefit report attachments for specific timelines/billing policy

*** See individual member form 990 Community Benefit report attachments for specific bad debt procedures

**** Certain MaineHealth members have pursued such action in the past, although the last time a member took such a step was over six years ago - specific information can be found in individual member form 990 Community Benefit report attachments

VI. Charity Care Policies

MaineHealth member organizations have policies of charity care and financial assistance that are easily understood, prominently posted, and publicly available.* A process exists for offering charity care or financial assistance to patients who are unable to pay after they have already been billed. In addition to monitoring collection practices, copies of the charity care policy are made available to patients at all entry points (registration, ED, etc.) and with bill/collection notices. Each organization uses simple application procedures for charity care or financial assistance that do not intimidate or confuse applicants.** Employees who work in admissions, billing, accounts receivable, or patient services at MaineHealth organizations are fully informed and educated about all financial assistance policies.*** These staff members identify unpaid bills where persons are unable to pay, and separate these potential “charity care” bills from other bad debt accounts.

*** See individual member form 990 Community Benefit report attachments for specific charity care guidelines**

**** NorDx Laboratories also accepts the charity care or financial assistance determinations of physicians and hospitals without requiring the patient to apply specifically for a NorDx determination**

***** Financial counseling staff members are also made available to patients during their hospital stay to assist in the completion of applications**

VII. Good Governance and Executive Compensation Policies

Good Governance

The boards of MaineHealth and its member organizations consist of 12 to 27 community representatives, a majority of whom are not practicing physicians, officers, department heads or employees with a financial connection or otherwise affiliated with the organization itself.* Each board has a written “conflict of interest” policy in place. Each board understands the specific mission of the organization, and approves initiatives aimed at carrying out that mission. Trustees understand their responsibilities as members of the board, and further education/information is provided to board members if requested. Trustees of MaineHealth and its members do not receive loans from the organizations. Each organization ensures that a substantial part of its activities does not involve attempts to influence legislation, and will not take an official position or provide direct support for or against a political candidate. Moreover, in addition to the CEO, CFO, or both officially signing a member organization’s yearly 990 and audited financial statements, the board of trustees also has final approval of the yearly audited financial statements. Each organization also has adopted a corporate compliance program that includes a code of conduct for all staff, education and training, monitoring for compliance, and a helpline for staff to call, all intended to produce continual compliance with organizational policies and the law.

Executive Compensation

MaineHealth has a formal written compensation policy in place. In consultation with Towers Perrin, the MaineHealth board compensation committee establishes appropriate compensation parameters for each member organization's CEO and certain members of its senior management team. Working within those parameters, the organization's board determines the level of compensation for its CEO. The findings of the compensation committee are made transparent to, and voted on by, the full board. "Total executive compensation" is filed publicly by the organization, and includes "total cash compensation" and "total value of all benefits and perquisites associated with position (such as housing allowances, social club memberships, signing bonuses, etc.)." CEOs are not permitted to vote or directly participate in the final board determination of their compensation. MaineHealth's executive compensation procedure relies on appropriate data for comparability (e.g. compensation levels paid by both taxable and tax-exempt similarly situated organizations and independent compensation surveys by nationally recognized independent firms). Finally, MaineHealth does not allow executive compensation to be based solely on a member organization's revenues or a similar profit-sharing strategy.

In compliance with State of Maine law (LD 1792) regarding the public disclosure of compensation of Officers and Directors of Public Benefit Nonprofit Corporations whose total compensation exceeds \$250,000 per year, MaineHealth discloses for those listed below dollar figure categories that represent total compensation in the 2008 fiscal year (from October 1, 2007 through September 30, 2008).

MaineHealth

FY2008 total compensation and benefits greater \$500,000

William J. Caron, Jr.	President
Francis G. McGinty	Executive Vice President, Treasurer

FY2008 total compensation and benefits between \$250,000 and \$500,000

Deborah Deatrick	Vice President, Community Health
Paul Gray	Vice President, Planning
Robert E. McArtor, MD	Former Chief Medical Officer and Clinical Advisor
Donald E. Quigley	Vice President and General Counsel

Maine Medical Center

FY2008 total compensation and benefits greater \$500,000

Peter Bates, MD	Clinical Chief
Vince Conti	Former President and Chief Executive Officer
Brad Cushing, MD	Clinical Chief
George Higgins, III, MD	Former Chief Medical Officer
Richard Petersen	Former Executive VP, Chief Operating Officer
Hector Tarraza, MD	Clinical Chief

FY2008 total compensation and benefits between \$250,000 and \$500,000

John Bancroft, MD	Clinical Chief
Michael Gibbs, MD	Clinical Chief
John Heye	Vice President, Finance
Miriam Leonard	Vice President, Operations
Girard Robinson, MD	Clinical Chief
Michael Ryan	Vice President, Operations
Ann Skelton, MD	Clinical Chief
Judith West	Vice President, Human Resources
Marjorie Wiggins, RN	Vice President, Nursing

NorDx

FY2008 total compensation and benefits between \$250,000 and \$500,000

William Schofield	President
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Spring Harbor Hospital

FY2008 total compensation and benefits greater \$500,000

Dennis King	President
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Lincoln County Healthcare

FY2008 total compensation and benefits between \$250,000 and \$500,000

Mark Foure, MD	Physician
Russell Mack, MD	Vice President, Medical Affairs

Western Maine Health

FY2008 total compensation and benefits between \$250,000 and \$500,000

Timothy Churchill	President and Chief Executive Officer
Gregory Hardy, MD	Physician

The MaineHealth board of trustees compensation committee is comprised of independent members of the community who have determined that the above compensation levels are appropriate and reasonable. More information may be obtained by examining our IRS form 990 filing which is available by request, or through national reporting organizations such as [Guidestar](#), which makes 990 filings available to the general public.

VIII. Aggregate Financial Data – MaineHealth’s Consolidated Community Benefits Summary

	<u>Maine Medical Center</u>	<u>Western Maine Health</u>	<u>Lincoln County Healthcare</u>	<u>Waldo County Healthcare Inc.</u>	<u>Spring Harbor</u>	<u>NorDx</u>	<u>HHVN</u>	<u>MH Corporate</u>	<u>System Total</u>
Charity Care *	12,260,000	721,471	1,046,985	778,418	3,473,000	130,000	299,324	0	\$18,709,198
Bad Debt **	16,457,000	1,170,972	1,178,913	1,499,347	289,000	433,000	178,724	0	\$21,206,956
Government-sponsored healthcare ***	56,790,000	7,805,528	17,077,816	3,902,365	1,014,000	349,000	477,067	0	\$87,415,776
Net Community Benefit Investment Programs ****	<u>44,886,282</u>	<u>3,003,810</u>	<u>5,113,115</u>	<u>3,767,777</u>	<u>116,000</u>	<u>5,000</u>	<u>27,932</u>	<u>5,037,991</u>	<u>\$61,957,907</u>
Total Value of Quantifiable Community Benefit	\$130,393,282	\$12,701,781	\$24,416,829	\$9,947,907	\$4,892,000	\$917,000	\$983,047	\$5,037,991	\$189,289,837

* Calculated "at cost"

** Calculated "at cost"

*** Calculated as total shortfall (unpaid cost) for government-sponsored healthcare - including Medicare, MaineCare, and other hospital-specific indigent care programs