Nationally Recognized for Quality

MaineHealth and our member hospitals have been honored for a commitment to quality care with prestigious awards from The Joint Commission, The Leapfrog Group, *U.S. News & World Report* and more.

Through the collaborative efforts of the Center for Tobacco Independence and the commitment of our members, all MaineHealth hospitals in the state have been awarded Gold Stars from the Maine Tobacco-Free Hospital Network.

2. For the third time, Maine Medical Center has been granted Magnet recognition by the American Nurses Credentialing Center, an honor that only 2 percent of U.S. hospitals have achieved.
3. Maine Medical Center, Pen Bay Medical Center and Southern Maine Health Care are accredited by the American College of Surgeons Commission on Cancer.
4. Maine Medical Center's Breast Care Center and Southern Maine Health Care's Center for Breast Care are accredited by the National Accreditation program for Breast Centers (NAPBC) for providing the highest standards of care.
5-6. All MaineHealth member and affiliate hospitals in the state were awarded Gold Star recognition for their efforts to create smoke and tobacco-free campus environments for patients, employees and community members.
7. Franklin Memorial Hospital, Maine Behavioral Healthcare, Maine Medical Center, Pen Bay Medical Center and Southern Maine Health Care have been recognized by The Joint Commission's Top Performer on Key Quality Measures® program.
8. LincolnHealth, Pen Bay Medical Center and Stephens Memorial Hospital were recognized by The Leapfrog Group for being among the top rural hospitals in the United States for 2016.

**A+ Bond Rating**

**S&P Global** Ratings affirmed MaineHealth’s financial strength with an *A+ rating in 2017*. 

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2017 marks the 20th anniversary of the MaineHealth system. In April 1997, then-Board President Don McDowell described the role of an integrated health system as one that “seeks to bring providers together and to improve coordination for the sake of quality and patient experience.” MaineHealth’s foundational mission — to provide high-quality, cost-effective health care for our communities at every stage of life — was built on collaboration, respect, innovation and an unyielding commitment to the patients and communities we serve.

While the technologies, policies and infrastructure that support health care have changed over the past 20 years — and MaineHealth has evolved along with them (see page 32) — our core values and mission remain essentially unchanged.

The stories inside, framed by the common thread of our shared system values, convey how our integrated health system works together to deliver high-quality, innovative, patient-centered health care while improving the health of those we serve. From establishing a world-class network for cancer care, to fighting the epidemic of opioid use disorder, to partnering on innovative solutions to improve patient care, our health system is unified in our commitment to provide the very best health care to the 1.1 million people and communities we are privileged to serve... today, and in the decades to come.

William L. Caron, Jr.
President, MaineHealth
VISION
Working together so our communities are the healthiest in America

MISSION
MaineHealth and its members, reflecting the needs of our communities, acting within available resources and consistent with agreed-upon strategic priorities, will have as its primary goal the continual improvement of the health of the communities it serves.

The full MaineHealth Mission Statement is posted at mainehealth.org.

STRATEGIC PRIORITIES

VALUES

PATIENT CENTERED  RESPECT  INTEGRITY  EXCELLENCE  OWNERSHIP  INNOVATION
Our Values:
The Building Blocks of Care at MaineHealth

Since our beginnings as a system in 1997, MaineHealth has remained focused on improving the health of our communities with the highest-quality care delivered by trusted providers and caregivers. We’re now Northern New England’s largest integrated health system, with more than 18,000 employees dedicated to a vision of working together so our communities are the healthiest in America.

Last year we came together to develop a set of shared values that form the foundation of our health system. The providers and team members who provide or support care delivery to the 1.1 million residents we serve in Maine and eastern New Hampshire are committed to living the values of Patient Centered, Respect, Integrity, Excellence, Ownership and Innovation each and every day.

Values define what MaineHealth stands for — from the types of programs and services we provide or develop, to the talent we employ in our organization, to the kind of experience our patients and families can expect whenever, wherever they interact with us.

Embedding Values in Our Daily Culture

MaineHealth member LincolnHealth has creatively embraced both our system values and Operational Excellence, our continuous improvement program (see pages 16–17). All employees were given a “Value Notepad” in early 2017 and encouraged to write a note when they observe a colleague exhibiting the featured value of the month. The notes are placed in an envelope at each department’s Operational Excellence Key Performance Indicator (KPI) board. Each week on “Value Walk Wednesdays,” the collected notes are read aloud and shared as everyday examples of value-based workplace behavior, empowering colleagues to better understand the values and celebrate their collective success in demonstrating them.
The MaineHealth system reaches more than 1.1 million residents in central, southern and western Maine and eastern New Hampshire. MaineHealth member organizations include Coastal Healthcare Alliance (Pen Bay Medical Center and Waldo County General Hospital), Franklin Community Health Network, LincolnHealth, Maine Behavioral Healthcare, Maine Medical Center, MaineHealth Care at Home, Memorial Hospital, NorDx, Southern Maine Health Care and Western Maine Health; the MaineHealth Accountable Care Organization is also part of the MaineHealth family. Affiliates of MaineHealth include MaineGeneral Health, Mid Coast-Parkview Health, New England Rehabilitation Hospital of Portland and St. Mary’s Health System.
In This Annual Report

- The Value of an Integrated Health System

- PATIENT CENTERED
  Delivering World-Class Cancer Care, Close to Home
  Quality Care Where and When You Need It

- RESPECT
  Charting a Course to Healing and Recovery

- EXCELLENCE
  Fostering Collaborative Problem-Solving Through OpEx
  Building an Epic Framework to Enhance Patient Care

- OWNERSHIP
  Making Strides Toward Improving Population Health
  Serving Up Fresh, Local Flavors in Our Hospitals

- INNOVATION
  Leaning In to Innovation and Opportunity
  Lifesaving, Coordinated Care, From Start to Finish

- INTEGRITY
  Finding New Ways to Ensure Access to Care
  Investing In Our Communities
  MaineHealth Accountable Care Organization
  MaineHealth and Subsidiaries Consolidated Statement of Operations
  Celebrating 20 Years of MaineHealth
The Value of an Integrated Health System

MaineHealth’s integrated network of care includes 11 acute care hospitals, outpatient centers, home health agencies, outpatient surgery centers, laboratories, behavioral health services and more than 18,000 dedicated providers and employees working together to support care delivery. As a closely networked health system, we share best practices and offer numerous programs, training and resources to improve the health status of our communities. Together, we invest in clinical and community programs and advocate for local, state and national policies that support the health and well-being of the people and communities we serve.

DATA, REPORTING AND EVALUATION

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

PREVENTION AND WELLNESS

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

TRANSITION OF CARE

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

HOSPITAL CARE

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

TELEHEALTH

The Telehealth Program works to improve the health status of our communities by integrating, advancing and optimizing the use of telehealth technologies to provide access to specified services in remote areas.

CHRONIC DISEASE

Our evidence-based programs improve care and outcomes for people suffering from chronic diseases such as diabetes, asthma, chronic obstructive pulmonary disease, behavioral health issues or tobacco dependence.
Our health system is dedicated to training the next generation of physicians, nurses and healthcare professionals. Maine Medical Center, northern New England’s premier teaching hospital, has a long, proud tradition of medical teaching, extending back to MMC’s founding in 1874. MMC is Maine’s only academic medical center, and conducts cutting-edge biomedical research through its world-class MMC Research Institute. Educational and leadership development opportunities across our health system assist our providers and care teams in achieving patient-centered healthcare goals.

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

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

Donated healthcare services, as well as free or low-cost medications, are provided to low-income, uninsured patients through the CarePartners and MedAccess programs.

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

The Center for Performance Improvement works collaboratively across the MaineHealth system to improve the efficiency of clinical care delivery and to keep health care affordable.
Melanie’s Story

With no family history of breast cancer or other risk factors, Melanie Sleime was surprised to learn after a routine mammogram that she had breast cancer. The diagnosis came on her 48th birthday. “I wouldn’t wish a breast MRI for anyone for their birthday, ever!” exclaimed Melanie when sharing her story.

Melanie had recently moved to New Hampshire from Virginia. Being a new resident to the Mount Washington Valley, Melanie was grateful for the care she received from the Memorial Hospital staff, who filled a gap usually provided by friends and family. Learning that Memorial was a partner in the MaineHealth Cancer Care Network was also reassuring. “The outpouring of support from the surgeons to the radiologist to the oncology nurses was amazing,” she added. Melanie credits the support from her husband, Rob, and daughters, Hope and Sophie, the Memorial Hospital community, and the MaineHealth Cancer Care Network as key factors in her recovery.

Melanie’s cancer care journey started with a lumpectomy performed at Memorial Hospital by surgeon Dr. Kelly Bishop. “After the surgery, I had genetic testing done through the Dana-Farber Cancer Institute. It was important to me having two daughters and being the first member of my family diagnosed.” Surgery was followed by 12 weeks of chemotherapy at Memorial’s Oncology and Chemotherapy Center, where she was treated by Dr. Luiz Pita de Oliveira and oncology nurse practitioner Leona Cloutier, APRN-FNP. “They worked with me so I could have my treatment on Friday afternoons, allowing me to recover over the weekend and not miss work.” Melanie’s husband Rob recalls that during the initial sessions, all of the nurses were keeping an eye on Melanie to ensure she was comfortable. Roxanne Major, RN, an oncology nurse, monitored her treatments closely to minimize any potential side effects.

Chemotherapy was followed by 33 radiation treatments at Maine Medical Center Radiation Oncology in Scarborough. “They helped me secure hotel rooms during the long and snowy winter so that I would not miss any appointments,” Melanie added.

Now a year later and cancer-free, Melanie is enjoying exploring the beauty of the Mount Washington Valley. “I already feel connected to this community, and hope my story reassures others that there is a network of support available, right here, when and where you need it.”
Delivering World-Class Cancer Care, Close to Home

Cancer is a serious public health challenge in the MaineHealth service area, where incidence and mortality rates outpace national averages. Population health trends such as age, obesity and smoking rates are all significant factors. Cancer patients in Maine and Mt. Washington Valley now have access to world-class, coordinated cancer treatment thanks to an innovative collaboration between MaineHealth members and affiliate hospitals.

The MaineHealth Cancer Care Network, affiliated with Boston's Dana-Farber Cancer Institute, formally launched in June 2017 with a $10 million grant from The Harold Alfond® Foundation.

Diagnosing cancer and treating patients with the disease requires a team of experts. Most cancer patients receive a combination of therapies that can include surgery, chemotherapy and radiation therapy. These treatments are best performed by highly trained specialists. Not every hospital or private practice has the expertise or technology to deliver all types of care; but by working together, the MaineHealth Cancer Care Network provides comprehensive cancer treatment services to everyone in our communities.

For patients and their families, this means less time and travel to obtain top cancer care. Most patients have access to a patient navigator who educates them about the disease, discusses treatment options and helps coordinate appointments.

“Our network includes nearly 300 providers across Maine and the Mount Washington Valley,” said Scot C. Remick, MD, chief of oncology for Maine Medical Center and MaineHealth. “Coordinated, comprehensive care represents best practice in cancer treatment and typically delivers the best clinical and experience outcomes. The generous investment from The Harold Alfond Foundation is making a tremendous difference in the lives of Maine and New Hampshire residents by facilitating personalized, state-of-the-art care that turns more patients into survivors.”

The grant also supports MaineHealth’s continuing efforts in prevention and education. When patients access the MaineHealth Cancer Care Network for care, they will access the services they need as close to home as possible. Patients can be referred to larger centers for more advanced care, second opinions or clinical trials, and then return to their local communities for follow-up care. The network’s commitment is to coordinate the patients’ journey as they access the services that are most appropriate for them.

Through the network’s affiliation with Dana-Farber Cancer Institute — designated by the National Cancer Institute as a comprehensive cancer center and widely recognized as one of the world’s leading treatment and research centers — patients have expedited access to Dana-Farber for evaluation and treatment of rare cancers, second opinions and an expanded array of clinical trials in Boston.

MaineHealth Cancer Care Network partners include Franklin Memorial Hospital, LincolnHealth, MaineGeneral Medical Center’s Harold Alfond Center for Cancer Care, Maine Medical Center, Memorial Hospital, Mid Coast Hospital, Pen Bay Medical Center, Southern Maine Health Care, St. Mary's Regional Medical Center, Stephens Memorial Hospital, Waldo County General Hospital and the Cancer Care Center of York County.

For more information, visit mainehealth.org/cancer.

“Coordinated, comprehensive care represents best practice in cancer treatment and typically delivers the best clinical and experience outcomes.”

— Scot C. Remick, MD, chief of oncology
Maine Medical Center
Quality Care Where and When You Need It

Providing the right care at the right time and in the right place is at the core of MaineHealth’s mission. Our members work together to fulfill this mission through innovative programs and services like these.

**Making House Calls in Rural Maine**

Community Paramedicine, a unique program of Franklin Memorial Hospital’s NorthStar EMS, reaches out directly to vulnerable people who find it difficult to leave home to get the care they need. In-between emergency calls, which are the priority, specially trained emergency medical technicians (EMTs) and paramedics provide patient care in the home. They offer free services such as hypertension or weight monitoring, flu vaccines, and medication and diabetes management. The program was piloted four years ago and now covers a 2,800-square-mile service area. “We recognized the need in rural Maine and got involved,” said Mike Senecal, NorthStar EMS director. “We provide assistance to people with chronic illness, or those transitioning from the hospital to home, or just swing by to say ‘hello.’” Working closely with area doctors, EMTs then report any concerns that may affect a patient’s health to the physician for follow-up.

The MaineHealth Chronic Disease and Telehealth teams, in partnership with Maine Medical Partners Endocrinology & Diabetes Center, have launched Project ECHO (Extension for Community Healthcare Outcomes) at MaineHealth. Project ECHO was started at the University of New Mexico to build relationships between primary care and specialists and increase access to specialty care. The goal is for patients to get the right care, in the right place, at the right time.

Seven MaineHealth member and affiliate sites have joined the ECHO project and participate in a monthly teleconference led by physician champion Dr. Irwin Brodsky and his colleagues at the MMP Endocrinology & Diabetes Center. This teleconference acts like a “virtual grand rounds,” with a didactic component followed by group discussion of cases presented by the primary care physicians.

**Connecting New Physicians With Rural Communities**

Rural Internal Medicine Maine (RIMM) is a unique internal medicine residency program that trains doctors at both an urban tertiary care center — Maine Medical Center in Portland — and a rural community internal medicine practice — Oxford Hills Internal Medicine (OHIM) in Norway, associated with Stephens Memorial Hospital. Believed to be the first of its kind for internal medicine residencies in the country, the goal of this training model is to better meet healthcare needs by addressing the difficulties in recruiting doctors to rural communities while providing the training necessary to work in this environment.

“We have often found that residents will stay within 50 miles of where they trained. We’re optimistic that with this pilot, more will choose to stay in rural communities,” said RIMM Program Director Thomas Gearan, MD.
Resident physicians complete their three years of training with alternating blocks of time spent at both facilities. Technology is a key connecting element. “One of the reasons why OHIM/Stephens Memorial is a good partner is that we are linked by the same electronic health record, Epic,” said Dr. Gearan. “Videoconferencing also helps connect us for things like medical grand rounds.”

Samuel Ferguson, DO, is the first doctor to begin his training as a first-year resident. A Maine native, he was selected from close to 100 RIMM program applicants and began his rotations in July 2017. Dr. Ferguson earned his undergraduate degree at Elmira College and his Doctor of Osteopathic Medicine at New York Institute of Technology College of Osteopathic Medicine.

Resident physicians manage the care of patients under the supervision of OHIM providers. One of the many benefits of the RIMM program is that residents will develop the skills needed to provide excellent care in a rural setting while working with experienced providers. RIMM will not only increase patient access, but also develop a new, innovative group of internists who will serve our rural communities for years to come.

Collaboration Is Key to Maine Lung Cancer Coalition

In 2016, Maine Medical Center was awarded more than $5 million over four years to lead the efforts to improve the prevention, early detection and treatment of lung cancer in Maine. The initiative is primarily funded by the Bristol-Myers Squibb Foundation ($5 million), with Maine Cancer Foundation ($400,000) and the Maine Economic Improvement Fund ($200,000), through the University of Southern Maine, as co-founders. The Maine Lung Cancer Coalition, led by the MMC Research Institute, is an exciting new statewide, collaborative, multi-institution initiative with two main goals: 1) to engage and educate the general public, patients, healthcare providers, healthcare payers and policymakers about evidence-based lung cancer prevention and screening services; and 2) to develop and evaluate innovative community-based strategies to increase access to evidence-based lung cancer prevention, screening and treatment services to the entire Maine population, focusing on high-risk individuals in rural, underserved communities.

The coalition held its inaugural Summit in May 2017 with healthcare providers, policy advocates and community organizations, and is building the processes, relationships and infrastructure to address this problem using evidence-based best practices.

In partnership with our members and other stakeholders, the coalition is piloting innovative approaches like using telemedicine for shared decision-making counseling screenings; conducting a statewide survey of PCPs to assess educational needs; and working to create a comprehensive data resource to share epidemiological information statewide.

Supporting FQHCs With Quality Lab Services

Federally qualified health centers (FQHCs) serve a critical role in providing healthcare access to a potentially underserved patient population throughout the U.S. These health centers offer a host of services, such as general health, dentistry, prenatal care, mental health and laboratory services. They serve as an access point to the health system for patients requiring preventive and acute care.

MaineHealth member NorDx provides high-quality laboratory services to more than two dozen FQHCs throughout Maine and New Hampshire. Many of these health centers are located in rural areas, where there is limited access to health care. NorDx has developed a network of phlebotomists and third-party couriers who enable these rural health clinics to have high-quality testing completed. NorDx’s partnership with FQHCs also includes matching their sliding fee schedules to assist those most in need.
Psychiatrist Theodore Logan, MD, right, said: “It takes time. We look at the whole person, a person who happens to have a substance abuse challenge. Our program draws in people from across our service area, and from every imaginable social strata.”

**Hub and Spoke Treatment Model**

The goal is to ensure that any individual in the MaineHealth service area has access to appropriate high-quality assessment and treatment for Opioid Use Disorder. Maine Behavioral Healthcare and primary care providers are working together to provide a continuum of care to address this chronic illness.

**Hub**

An intensive outpatient program for patients in more acute phases of Opioid Use Disorder. Specialized treatment providers provide care that includes medical evaluation and screening and evidence-based Integrated Medication Assisted Treatment (IMAT), together with behavioral health and other supportive services.

**Spoke**

Patient Centered Medical Homes provide medication assisted treatment and behavioral health services for more stable patients.
Charting a Course to Healing and Recovery

In Maine, New Hampshire and across the country, individuals, families, communities and healthcare practitioners continue to fight the epidemic of opioid abuse and addiction. In Maine alone, 376 people lost their lives due to drug overdoses in 2016—a 40 percent increase over 2015. Leveraging the strength of our healthcare system to develop a comprehensive and coordinated response, MaineHealth has spearheaded a number of evidence-based strategies to address this growing problem.

The MaineHealth Opioid Addiction Work Group was formed in 2016 to lead the development of a systemwide response to the urgent community need surrounding the opioid epidemic. The group includes leaders, clinicians and representatives from every MaineHealth member organization facing this issue. The plan integrates prevention, education and treatment through a collaboration between behavioral health, primary care and ob/gyn providers.

This “hub and spoke” treatment model is led by Maine Behavioral Healthcare (MBH), which partners with primary care providers to provide a continuum of care to address this chronic illness while treating the whole patient with dignity and respect. The “hub” is an intensive outpatient program to treat patients in more acute phases of addiction. Using Integrated Medication Assisted Treatment, clients receive behavioral and counseling therapies along with medication that stops and prevents opioid urges and reduces symptoms of withdrawal. Research shows that people receiving medication-assisted therapy have a 67 percent success rate after two years, compared with only 3 percent success for those without medication.*

Once stabilized, patients receive ongoing treatment from primary care practices in local communities (the “spoke”).

The program has been a lifesaver for 35-year-old Sean H. Sean was a longtime former user of heroin who began selling drugs to support his addiction, and his challenges landed him in prison and alienated him from his family. Sean said after his release in February 2017, “I finally decided I wanted to change my life,” and he took the first step toward recovery by enrolling in the EMBARK program, a collaborative effort between MBH, Mid Coast Hospital and Pen Bay Medical Center.

EMBARK follows best practices for treatment, including individual and group therapy, a social needs assessment for coordination of services like transportation, health education, engagement with peer support services, and support to the next appropriate level of care.

Sean met Theodore Logan, MD, a psychiatrist who treats clients with Opioid Use Disorder, at the MBH Rockland program. Logan understands that treatment is a journey, not a race, and that the disease doesn’t discriminate: “It takes time. We look at the whole person, a person who happens to have a substance abuse challenge. Our program draws in people from across our service area, and from every imaginable social strata.”

He added, “Integrated Medication Assisted Treatment helps put the mind in a place to do the work. It takes practice and coping skills. What is unique about our program is that we tailor therapy to the needs of the individual.”

EMBARK’s group-based system enables patients to support, learn from — and be accountable to — one another. It is a successful model that has been expanded to other sites throughout the MaineHealth system.

Thanks to the efforts of the MaineHealth Opioid Addiction Work Group and programs like EMBARK, clients like Sean are on the path to healing and recovery, and poised to move to the next phase of treatment. “All of my family is back in my life. They are proud of me,” he said. “This program is making a difference in my life and in our community.”

Fostering Collaborative Problem-Solving Through OpEx

Kathleen “Kat” Hastings, RN, IBCLC, has witnessed the joy of parents welcoming a newborn into their family, and the tragedy of parents losing an infant to SIDS or a sleep-related cause. As nurse manager of Women and Infants at Pen Bay Medical Center (PBMC) Birth Center, where she has worked for more than 20 years, Hastings has participated in some way in the birth of more than 1,000 babies.

So when she and her nursing team were noticing a pattern of inconsistent comments or questions from expectant or new parents about infant safe sleep and swaddling — info parents had heard, researched online or read in a magazine — the team decided to take action. “The info they shared with us raised a red flag, so we decided we could use Operational Excellence to track this, and then standardize education around it,” said Hastings.

Operational Excellence is a program that brings leaders and team members together to engage in work focused on improving safety, quality and patient experience. Beginning with Pen Bay Medical Center in 2013, Operational Excellence has since been rolled out at every organization across the MaineHealth system, with hundreds of departments participating systemwide and thousands of improvement initiatives completed.

One aspect of this program is the Gemba Walk, where leaders visit numerous departments, every day, to talk directly with teams about the work being done there. Department personnel collect data on the issues they wish to improve — summarized as Key Performance Indicators (KPIs) that are measured and tracked daily — and share this information at the Gemba walk.

Hastings and her team determined that their KPI would track the Birth Center’s safe sleep environment, defined as no extra blankets, pillows or stuffed animals in a crib — baby only.

PBMC lactation consultant Dawn Tassi, RN, IBCLC, developed the KPI and the entire team tracked it. If the nurses observed a crib with a stuffed animal in it, they provided education to the family; if they saw a baby wrapped in blanket or comforter, they showed parents how to use the sleep sack. The nursing team was engaged in every aspect of the safe sleep initiative. “As a result of the data we collected from this KPI, we determined we needed to develop a department-based safe sleep policy to address the infant safe sleep program; not just prenatally, but here in the hospital and after the babies have gone home,” said Hastings. Alisa Kidney, RN, CLC, a newly hired PBMC nurse, enthusiastically volunteered to create the safe sleep policy.

“OpEx provided us with a vehicle to be thoughtful; to let the data define a problem, and to help us focus on what could we do about it. Sometimes you need a process in place to reveal these kinds of details; it’s easy for meetings or other work to take priority,” Hastings said.

The Birth Center team’s actions position PBMC to meet the eligibility requirements for “Bronze Certification” by the Cribs for Kids hospital certification program, which is recognized by the National Institutes of Health and the American Academy of Pediatrics as the national standard for safe sleep of infants.

This story of collaboration, excellence and commitment to outstanding patient care is one of many across the MaineHealth system. In fact, in recognition of its systemwide commitment to Operational Excellence, MaineHealth was awarded the 2017 Quality Improvement Leadership Award from Maine Quality Counts, a nonprofit organization working to transform health and health care. This award recognizes an individual or organization that has introduced innovations, used creativity and embraced risk-taking in leadership of demonstrably successful quality improvement initiatives.

“MaineHealth has made an unprecedented effort toward engaging all of our member organizations in quality improvement,” said Jordan Peck, PhD, senior director of the MaineHealth Center for Performance Improvement. “The QC Quality Improvement Leadership Award is a testament to the incredible progress we’ve made as a system toward building a culture of continuous improvement.”

“Operational Excellence has shown us that we can solve our problems together using creative and innovative solutions,” added Peck.
Building an Epic Framework to Enhance Patient Care

MaineHealth continues to build out our technology infrastructure to transform the way we provide care. Our health system made another leap forward in our efforts toward “one patient, one record” with the go-live of Epic, MaineHealth’s electronic health record (EHR), at Southern Maine Health Care (SMHC) in March 2017. SMHC’s clinical and business teams worked in close partnership with MaineHealth Integrated Services to prepare for a smooth implementation.

One of the key patient care benefits of a shared EHR is that providers in different locations can quickly share important information to create a cohesive care plan — a benefit that pediatrician Donald Burgess, MD, recognized the very day Epic was implemented at SMHC.

Acute appendicitis is one of the most common emergency surgeries in children. Eleven-year-old Connor B. was unfortunately among the scores of Maine children who experience this medical condition each year. Fortunately, Connor is a patient of Dr. Burgess at Southern Maine Health Care Pediatrics and received excellent, coordinated care. Connor presented with all the telltale symptoms of acute appendicitis at SMHC’s Emergency Department in Sanford. Connor was immediately referred to Maine Medical Center (MMC) for further evaluation. Through Epic, Dr. Burgess was notified about Connor’s diagnosis, able to monitor his progress and stay in touch with Connor’s care team before, during and after his successful surgery, and his discharge the next day.

“This was all in real time. From the time Connor was seen at MMC, I was able to track his progress — from his ER visit to his transfer to MMC, to his surgeon’s consult, to his operative note after he went into the operating room, to his discharge summary,” said Dr. Burgess. “In the past, I’d often have to wait up to a week to receive this info. Most notes came through that night. I was able to schedule Connor’s follow-up visit right away.”

“Most of our specialists are in Portland and we were dealing with a lot of paper,” he added. “Having the electronic health record eliminates the paper and enables us to do follow-up care faster. The messaging system is great and eliminates Q&A telephone tag. Now when I have a question, I can message directly using Epic and get an answer quickly.”

MaineHealth’s continued implementation of Epic across our health system enables providers and care teams to save valuable time, improve information flow and increase efficiencies, allowing them to keep the focus on the patient, not the paperwork.

“This was all in real time. From the time Connor was seen at MMC, I was able to track his progress — from his ER visit to his transfer to MMC, to his surgeon’s consult, to his operative note after he went into the operating room, to his discharge summary.”

— Donald Burgess, MD, pediatrician
Southern Maine Health Care
Making Strides Toward Improving Population Health

Focusing on the health of our communities isn’t just a good thing to do — it’s the right thing to do. As the largest healthcare system in northern New England, it’s our duty to develop innovative programs and initiatives to improve the health of the people we serve.

Through a combination of clinical, community and policy strategies, we continuously strive to achieve our vision of working together so our communities are the healthiest in America.

Using Data to Guide Our Actions
Data is essential to our population health efforts. Using the latest clinical and community-level data available, our Health Index initiative routinely assesses progress being made and identifies opportunities for improving health across our entire service area.

The Health Index measures progress on seven high-priority health issues: childhood immunizations, tobacco use, obesity, preventable hospitalizations, cardiovascular deaths, cancer deaths, and prescription drug abuse and addiction. Since all of these issues are known to have a major impact on overall health status, we concentrate our community health improvement efforts in these areas.

As a system, MaineHealth has established two aggressive targets for each of the seven Health Index priorities: a short-term target (ending in September 2018) for interventions underway at MaineHealth organizations and a long-term target (ending in September 2021) for measures that monitor health across the broader community populations. Taken together, achieving the targets for these seven priority areas will make our service area a healthier place.

Implementing Strategies to Achieve Health Targets
Obesity is one of our most pressing health priorities. In the MaineHealth service area, 30 percent of adults are obese. Among Maine students, 23 percent of fifth-graders are obese. While these rates have remained steady over recent years, there is still much work to be done to decrease the prevalence of obesity.
One strategy to both prevent and reduce obesity is to increase the consumption of fruits and vegetables. To achieve this goal, MaineHealth implements evidence-based programs such as Let’s Go!, a nationally recognized childhood obesity prevention program.

As a result of the Let’s Go! program, healthy behaviors are increasing: A recent study found that 125 schools that were registered with Let’s Go! had significantly higher percentages of students eating five or more fruits and vegetables a day compared with all schools in Maine.

Let’s Go! Celebrates 10 Years of Healthy Kids

Over the past 10 years, Let’s Go! has been building healthy environments for kids and their families wherever they live, learn, work and play.

Let’s Go! focuses on increasing healthy eating and physical activity using the 5-2-1-0 healthy habits message: five or more fruits and vegetables, two hours or less of recreational screen time, one hour or more of physical activity and zero sugary drinks.

When Let’s Go! launched in 2006, the program was offered in two settings: schools and health practices. As the program grew, these settings were expanded to include child care programs, out-of-school programs and school cafeterias — giving kids the opportunity to practice healthy habits in even more places across their communities.

In 2016, nearly 1,000 schools, child care and out-of-school programs, healthcare practices and school cafeterias focused on helping kids make healthy choices.

All MaineHealth members are actively engaged in supporting that effort, including Memorial Hospital in North Conway, NH. The 37th Annual Memorial Hospital Open Golf Tournament grossed over $50,000 to support Let’s Go!. Memorial celebrated 16 of its Let’s Go! partners in late 2016 for building environments where unhealthy food choices are limited and opportunities for physical activity are plentiful. Memorial also invites local school-aged children to take part in an annual Fun Run at StoryLand to kick off a school-year-long initiative of health and wellness education and activities in the Mt. Washington Valley.

Encouraging Adults to Take “Small Steps”

With support from Maine Medical Partners and MaineHealth, Let’s Go! has expanded its reach beyond children with the development of the Small Steps initiative to address adult obesity.

The program emphasizes positive messages encouraging healthy habits to support healthy weight: Eat Real, Move More, Drink Water and Rest Up. The program launched in the primary care setting in 2016 and is currently implemented by 14 practices within the MaineHealth system. The program plans to expand, with the goal of supporting additional practices and worksite wellness programs.

By September 30, 2018, at least 80 percent of eligible MaineHealth practices will receive training on the Small Steps standard of care for adult obesity and at least 50 percent of practices will be implementing components of this standard.

Let’s Go! sites create healthy environments for kids in schools, child care and out-of-school programs using evidence-based strategies. *Percentages based on 528 sites that responded to the 2016 Let’s Go! survey.
Serving Up Fresh, Local Flavors in Our Hospitals

This year, MaineHealth was named among five finalists for the Partnership for a Healthier America (PHA) Partner of the Year Award, an accolade that recognizes organizations that are working to make healthier choices more affordable and accessible.

MaineHealth first signed on to the PHA’s Hospital Healthier Food Initiative in 2012, making a commitment to increase access to healthier foods and beverages in our hospitals.

Since then, our member and affiliate hospitals have engaged in a variety of healthy efforts, such as increasing the number of healthy offerings on both patient and cafeteria menus, removing unhealthy foods and beverages from within five feet of cash register stations, and procuring healthier beverages.

Many hospitals have also labeled all foods in the cafeteria with calories and other nutritional information, and offered wellness meals with specific food and nutrient profiles.

“These changes help employees, patients, visitors and community members make the healthy choice the easy choice while dining at MaineHealth hospitals,” said Deborah Deatrick, senior vice president for community health at MaineHealth.

Making Healthy Foods More Accessible

In keeping with our commitment to building healthier communities, our hospital food service teams across the system have been working to serve more fruits and vegetables grown in New England.

During the bountiful summer months, you’ll find locally grown cherry tomatoes, cucumbers, raspberries and more on the menu at Waldo County General Hospital. The Belfast hospital works with four different farms to offer a variety of local fruits and vegetables throughout the year. In fact, the hospital estimates that local farmers and other food producers provide between 15 and 20 percent of the food that is served at the hospital.

“When the hospital buys local food, we support our communities by keeping dollars here in our community and supporting Maine traditions of agriculture and open farmland,” said Sheila Costello, director of nutrition services.

On the LincolnHealth–Miles Campus in Damariscotta, fresh flavors are only a few steps away from the kitchen. Several raised-bed gardens are maintained and harvested weekly by employees, volunteers and residents of the senior living properties located on campus.

Some of these gardens are dedicated to growing produce for patients who may not always have access to fresh vegetables. Once the gardens are harvested, the vegetables are placed in a common area and patients are invited to take them home.

The remaining gardens on campus are used to grow vegetables served at the three dining facilities, allowing patients, employees and community members to enjoy healthy, delicious meals whenever they dine.

Above: Sarah Fillion, a cook with Chase Point Assisted Living, tends to one of the community gardens on the LincolnHealth–Miles Campus.

Left: Jessica Carroll and Robert Coombs of Waldo County General Hospital prepare squash and turnips delivered from Chase Stream Farm.
Building a culture of innovation at MaineHealth means we’re constantly seeking ideas and insights to improve patient care, safety and experience, and the processes and environment that support this.”

— Bill Caron, president MaineHealth
Leaning In to Innovation and Opportunity

Melissa Cormier, director of the Chronic Disease program at MaineHealth, sat shoulder-to-shoulder with Mehmet Kazgan, founder and CEO of the technology startup cliexa. They were meeting to discuss Kazgan’s app that helps patients with chronic disease provide real-time feedback to their doctors via the electronic health record. “No, don’t ask a patient if their pain is on a scale of 1 to 10,” said Cormier. “Instead, ask them, ‘Were you able to walk today? Were you able to make dinner?’ Focus on a functional question. As soon as you ask a patient to focus on pain, it will increase,” she explained.

Feedback like Cormier’s is not only immensely valuable to Kazgan, but also it has the potential to significantly enhance patient experience and quality of care. Cormier is one of dozens of MaineHealth mentors who participated in an exciting partnership in 2017 between MaineHealth, Unum and the non-profit Venture Hall to drive the creation of innovative solutions to some of the healthcare industry’s tough challenges.

“Building a culture of innovation at MaineHealth means we’re constantly seeking ideas and insights to improve patient care, safety and experience, and the processes and environment that support this,” said MaineHealth President Bill Caron.

Six startup companies from across the country traveled to Portland in June to work with Venture Hall, alongside MaineHealth and Unum employees, to develop and hone their new products and services that support the healthcare workforce. These companies were selected because their products had strong potential to improve how the healthcare industry supports the care team. Venture Hall provided a challenging 12-week curriculum and hands-on support for the startup teams that competed to be a part of the inaugural “Summer Accelerator” program.

Tapping into the deep pool of talent at MaineHealth nurtures an “innovation ecosystem.” Venture Hall co-founder Mike Sobol said, “Our Summer Accelerator was designed to put a face to innovation. It’s about bringing people together to convene the talent, insight and experience needed to solve hard problems.”

To be successful, startups need an environment in which to test and improve their new products and services. The MaineHealth mentors, ranging from supply chain pros to clinical leaders, shared their insight and knowledge with the startups to build innovative health and wellness solutions that will benefit patient care. “There’s no better source of testing or introducing new ideas or products than the physicians, nurses, administrators and professionals in our health system,” added Caron.

Kazgan agreed. “I can take my product to the next level because the mentors understand the real challenges since they work with patients and providers directly. Their input increases efficiency and quality in product development, because we checked in and I could make adjustments along the way.”

The Venture Hall partnership is a visible affirmation of MaineHealth’s Values in Action. “As we consider our rural communities, where a patient may be two hours away, we need to get more creative and innovative,” said Cormier. “This program really ties into our values. By focusing on the needs of the patient, and not just the technology, we can build creative solutions together that lead to better quality of care.”

The 2017 Venture Hall Startup Teams

These six startups, including two from Maine, were selected for a spot in the 2017 Summer Accelerator program after completing a rigorous application and interview process.

- cliexa
- Janus Choice
- Livzo
- SmartSharps
- SpinDoc
- Welnys
Lifesaving, Coordinated Care, From Start to Finish

In May 2016, Chris Frost was near the end of the Run with the Alewives 10K race in Nobleboro, Maine. A fit 68-year-old retired school administrator, Frost was feeling good as he entered the final stretch. Looking ahead, he saw a runner wearing yellow shorts and picked up his pace to pass. It was Frost’s last memory until he awoke in the critical care unit of Maine Medical Center (MMC) in Portland several days later.

At that same time, registered nurse Jennifer Carlson was driving home after a 12-hour shift at MMC, when she noticed a group of runners ahead of her and slowed down. Just then, Frost took a faltering step and fell down.

For a second she hesitated, unclear whether Frost had just tripped or was in serious difficulty. “Please get up,” Carlson remembered thinking. When he didn’t, she pulled over, assessed him, and began to perform cardiopulmonary resuscitation (CPR). Somebody in a truck pulled alongside and asked if she needed help. “Dial 911,” she shouted.

Frost was a victim of sudden cardiac arrest, a condition caused by an electrical malfunction in the heart that causes an irregular heartbeat or arrhythmia. Starved of oxygen, the brain begins to die in minutes. Often affecting otherwise healthy people, sudden cardiac arrest strikes more than 390,000 people outside of a hospital each year. Less than 6 percent survive; of that group, many will live with significant loss of function because their brain was without oxygen too long.

Chris was lucky. He not only survived, he survived without lasting negative effects. His first piece of luck was that he lost consciousness a few feet from an RN trained and experienced in CPR. His second piece of luck was that an AED (automated external defibrillator), a device designed to shock a heart that is beating irregularly back into a normal rhythm, was less than a mile away. According to the American Heart Association, immediate CPR and use of an AED more than double a victim’s chance of survival.

His third piece of good fortune was having a coordinated system of care in place that has drastically reduced the number of people in Maine dying from heart attacks.

As an experienced nurse, Carlson understood the importance of AEDs. When Lincoln County Sheriff Sgt. Alan Shea arrived, the first question Carlson asked was if he had an AED. Shea didn’t, but he knew one was sitting in a cruiser less than a mile away.

Within a minute the AED arrived and Carlson activated it to restore Frost’s heart to a productive rhythm; soon he was breathing on his own. When the ambulance arrived minutes later, the trained emergency responders jumped into action and called the LincolnHealth Miles Emergency Department in Damariscotta to say they were on their way.

The LincolnHealth team made Frost’s initial diagnosis, and transferred him to MMC, where he received lifesaving AMI-PERFUSE treatment. Frost lived thanks to the excellent, coordinated care among the first responders, care teams and surgeons who worked together to treat his heart attack.

Frost soon returned to the care of his LincolnHealth Miles doctor, and has made a full recovery. In fact, in May 2017 Chris celebrated the anniversary of his patient experience by running the Alewives 10k race again — and finished strong.

Frost said, “I am just tremendously appreciative of all the resources that came together to make it possible for me to be here.”

AMI-PERFUSE

AMI-PERFUSE is a program developed in 2004 with a visionary network of physicians committed to delivering the right care to the right patient at the right time. Since the program’s inception, deaths due to heart attack in the MaineHealth service area have declined about 50 percent.
Finding New Ways to Ensure Access to Care

In 2016, MaineHealth and our member organizations provided more than $400 million in uncompensated programs and services to our communities, including support for professional education and training, community health services and support, research, and more than $41 million in charity care.

The value the MaineHealth system brings to our communities is much more than the financial investment we make, though. Through the strong partnerships we have developed across our integrated system of care, together with those we have forged in our communities, we continue to serve the growing healthcare needs of our region.

Our commitment to improving population health guides our significant and longtime investment in innovative programs like MedAccess, a statewide program that helps Maine people get the medications they need to get healthy and stay healthy.

MedAccess helps anyone who has trouble affording their medications apply for free medication through pharmaceutical companies, find less expensive generic alternatives, price-check medications at different pharmacies and find co-pay funding assistance. Since 2005, MedAccess has connected Maine people to over $142 million in medications.

When Kathleen Porter realized she couldn’t afford the insulin she needs to manage her Type 1 diabetes, she was devastated. “What bills can I skip this month to buy my insulin?” she wondered.

After calling her local state representative to ask for help, she was referred to Dianna White, prescription assistance case manager for MedAccess based at Healthy Community Coalition of Greater Franklin County, the public health affiliate of Franklin Community Health Network.

Dianna worked with Kathleen to determine whether she would qualify for any assistance from the pharmaceutical company. Since she already had a health insurance plan through the Marketplace, she did not qualify for free medication. However, Dianna was able to get her a coupon for a free trial of her insulin pens. Kathleen was relieved.

Knowing they needed to identify a longer-term solution, Dianna contacted Kathleen’s insurance company to clarify the amount of her deductible and copay. She discovered that the policy had a Chronic Illness Support Program, which meant the deductible would be waived on her diabetic medications if she used their mail order pharmacy. Dianna helped Kathleen contact the mail order pharmacy and got an account set up for her.

“Kathleen left my office feeling like such a load had been lifted from her shoulders,” said Dianna. “Now she can concentrate on other aspects of her life.”
MaineHealth Accountable Care Organization

Reducing Healthcare Costs With Coordinated, Quality Care

The MaineHealth Accountable Care Organization is a network of 10 hospitals and over 1,500 healthcare providers dedicated to measurably increasing the quality and decreasing the cost of the care they deliver to more than 178,000 patients in Maine and northern New Hampshire.

Over the past 12 months, the ACO has placed special emphasis on meeting nine challenging, high-impact quality goals that included both process and outcome measures over several domains. Collectively, ACO participants met the goal for eight out of those nine measures, and caused the measure gap — the number of additional episodes of measurement that needed to be positive to meet goals — to drop from 4,297 to 165, thanks to a tremendous team effort between the ACO and participating practices.

In addition, the ACO has contributed staff and expertise to several systemwide initiatives to reduce healthcare costs, including the Senior Living Collaborative. The Collaborative, led by MaineHealth Healthy Aging, works to ensure better communication between hospitals and skilled nursing facilities at transitions of care and to ensure that after an acute episode, patients get the right care in the right setting at the right time. Since the initiation of the Collaborative in 2013, patients’ average post-acute care length of stay at skilled nursing facilities has dropped from 21 days to 18 days, with the downward trend continuing through 2017.

Investing in Our Communities

$403,989,477*

In keeping with our vision and mission, the MaineHealth integrated health system works 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 quantifiable value of community benefits at cost amounted to $403,989,477. This number reflects all of the programs and services our health system provides without reimbursement, including uncompensated care, professional education and training, community health services and support, and research.

*Total Quantifiable Value of Community Benefits at Cost
### MaineHealth and Subsidiaries
### Consolidated Statement of Operations
Year Ended September 30, 2016

<table>
<thead>
<tr>
<th>($ in thousands)</th>
<th>2016</th>
</tr>
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<tbody>
<tr>
<td><strong>Funds Received</strong></td>
<td></td>
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<tr>
<td>Amounts charged for patient services</td>
<td>3,947,349</td>
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<tr>
<td>Less portion not received due to Medicare, Medicaid and private insurance reimbursement rates paid at amounts less than charged</td>
<td>(1,749,879)</td>
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<tr>
<td>Less portion of amounts charged not received due to lack of patient ability to pay</td>
<td>(99,912)</td>
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<tr>
<td>Less portion of amounts charged that were provided to patients as free care</td>
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<tr>
<td>Net payments received from services provided to patients</td>
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<tr>
<td>Gifts, earnings on investments and other non-patient revenue</td>
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</tr>
<tr>
<td><strong>Total Funds Received</strong></td>
<td>2,235,992</td>
</tr>
</tbody>
</table>

| **Funds Expended** |      |
| Salaries and benefits | 1,365,254 |
| Professional fees, purchased services, supplies and taxes | 536,799 |
| Cost of facilities, depreciation, interest, other | 237,608 |
| **Total Funds Expended** | 2,139,661 |

| **Amounts Earned for Future Investments in Patient Care and Community Health Programs** | $96,331 |

**A+ Bond Rating**

**S&P Global** 
S&P Global Ratings affirmed MaineHealth’s financial strength with an **A+ rating in 2017**.
The laboratories from MMC, Brighton and NorDx, MMC’s for-profit laboratory subsidiary, merged into a new NorDx that was a member of the MaineHealth family.

MaineHealth began its work on health status improvement with programs addressing childhood asthma, tobacco cessation and osteoporosis prevention. Two Learning Resource Centers in Falmouth and Scarborough were also opened to the public.

MaineHealth developed the Physician Leadership Fellowship, a special professional education program that provides doctors nominated by member organizations with the business and leadership skills they may not have received in medical school.

MaineHealth moved into its own offices in downtown Portland, completing a physical separation that reflected its systemwide emphasis.

A new Strategic Plan stated our vision: Working together so our communities are the healthiest in America.

An affiliation with MaineGeneral Health in Augusta and Waterville was established.

MaineHealth held its first Leadership Dinner. Chairman Jim Orr ended his remarks with these very important words: “The future will bring more changes and more challenges. But I assure you, it will look very much like the past in one very important way; the greater good will come first, as we walk together in service to our communities.”

Western Maine Health joined the MaineHealth system.

Affiliation with Mid Coast Hospital was established.

Waldo County General Hospital celebrated its 100th anniversary with the dedication of a $12 million renovation and expansion project.

Affiliation with St. Mary’s Health System was established.

Don McDowell became the founding president of MaineHealth.

Bill Caron became president of MaineHealth.

Spring Harbor Hospital broke ground on a new facility in Westbrook.

Visiting Nurse Service and Community Health Service merged to form HomeHealth Visiting Nurses of Southern Maine.

Family and friends of Martha Beck Webber pledged $100,000 to Franklin Memorial Hospital to create an endowed fund to support the first breast center in Franklin County, the Martha B. Webber Breast Care Center.

Memorial Hospital was awarded Critical Access designation by CMS.

Some organizations’ milestones pre-date MaineHealth membership.

Milestones from MaineHealth and our members 1997–2017
The AH! Asthma Collaborative celebrated its first year of operation. Emergency room visits by enrolled children declined 38 percent from the start of the program, and unnecessary hospitalizations declined 30 percent.

MaineHealth, MMC, United Way of Greater Portland, Anthem, TD Bank, Hannaford and Unum launched Let’s Go! — a collaborative effort to address childhood obesity that continues today.

Waldo County Health Care joined the MaineHealth system.

MaineHealth was recognized by Verispan as one of the Top 100 Integrated Health Systems in the U.S.

Memorial Hospital marked its 100th anniversary.

Southern Maine Health Care opened the Dorothy Walker Bush Emergency Care Pavilion — a $26 million expansion named in honor of President George H.W. Bush’s mother.

PrimeCare Physicians merged with Southern Maine Medical Center, one of the first hospitals to partner with a multispecialty physician organization.

Southern Maine Medical Center joined MaineHealth.

MaineHealth released its first Health Index Report from the Health Index Initiative.

New England Rehabilitation Hospital of Portland, a joint venture of Maine Medical Center and HEALTHSOUTH, became a MaineHealth affiliate.

Stephens Memorial Hospital became a pilot site for TUSM/MMC medical student Longitudinal Integrated Clerkship — an innovative method of teaching medical students in a rural setting.

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Southern Maine Medical Center joined MaineHealth.

MaineHealth moved to its current location at 110 Free Street.

Pen Bay Health Care joined MaineHealth.

Stephens Memorial Hospital became a Critical Access Hospital.
Anthem and the MaineHealth Accountable Care Organization (ACO) announced the launch of the state's first comprehensive commercial ACO.

Miles Memorial Hospital and St. Andrews Hospital merged to form LincolnHealth.

MaineHealth, with delegate representation from across the system, established a common set of values.

MaineHealth launched an enhanced website for our communities with all member organizations under a unified platform.

JAMA study showed that Franklin County's Cardiovascular Health Program reduced hospitalizations and mortality rates over 40 years.

MaineHealth announced a new partnership with Dana-Farber Cancer Institute to enhance quality cancer care in northern New England.

Memorial Hospital purchased adjacent property and began a two-year $3.5M renovation project for Primary Care, Oncology and Chemotherapy

Pen Bay Medical Center and Waldo County General Hospital began operating together as one system through a new entity named Coastal Healthcare Alliance.

MaineHealth, with delegate representation from across the system, established a common set of values.

MaineHealth launched an enhanced website for our communities with all member organizations under a unified platform.

Memorial Hospital in North Conway, NH, became the first hospital outside the state of Maine to join the system.

Southern Maine Medical Center and Goodall Hospital merged to become Southern Maine Health Care.

Maine Mental Health Partners (Community Counseling Center, Counseling Services Inc., Spring Harbor Community Services and Mid-Coast Mental Health Center) merged with Spring Harbor Hospital to become Maine Behavioral Healthcare.

Pen Bay Medical Center opened the Sussman House, providing hospice care for the Midcoast.

Franklin Community Health Network joined MaineHealth.

The Barbara Bush Children's Hospital at Maine Medical Center opened its doors in 1996 to serve the children of Maine and Northern New England.

H.D. Goodall Hospital became a member of MaineHealth.

MaineHealth became one of the first hospital systems to join the Partnership for a Healthier America’s Hospital Healthy Food Initiative.

The Shared Electronic Health Record (SeHR) launched at Maine Medical Center and HomeHealth Visiting Nurses and was expanded at Maine Medical Partners.

HomeHealth Visiting Nurses, Kno-Wal-Lin Home Care and Hospice and Waldo County Home Care and Hospice joined together to become MaineHealth Care at Home.

Maine Medical Center announced plans to invest $512 million in the health of Mainers through an ambitious facility project that will significantly improve its ability to deliver patient-centered care.
THE EARLY ROOTS OF THE MAINEHEALTH SYSTEM were actually planted in 1987, when the Maine Medical Center Board of Trustees reorganized its corporation and created an entity named Maine Medical Center Foundation. From 1987 to 1997, the Foundation engaged in collaborative discussions with hospitals in southern, western and central Maine. An early mission statement said, “The Foundation will lead the development of the premier community care network that provides a broad range of integrated healthcare services for populations in Maine and northern New England. Through the Foundation’s affiliated organizations, the network will provide services along the full continuum of care as necessary to improve the health status of the populations it serves in a cost-effective manner.” In that foundational period, leadership forged the principles of collaboration that remain the cornerstone of the MaineHealth system today.
This is a sampling of some of the outstanding photos submitted by employees across our health system for the 2017 MaineHealth Focus on Values Photo Contest. To read more about it and see the photos, visit mainehealth.org/values.
MaineHealth

Working together so our communities are the healthiest in America.