

Update on Selected Priorities and Activities since the 2019 Community Health Needs Assessment - Penobscot County

In response to the 2019 Community Health Need Assessment (CHNA) along with community input, hospitals and local districts developed their own three-year strategies and plans. Below are these organization’s updates on their selected priorities and activities since the 2019 Community Health Needs Assessment. One full year of implementation has taken place to date in 2020, 2021 implementation work is currently underway with 2022 work on the horizon for implementation activity on these identified priorities.

For a number of organizations listed in this document priority work spans across multiple counties throughout Maine though their physical location may be in one county.

Priority	Activities	Partners	Key Accomplishments
Organization – Penquis District Public Health Improvement Plan			
Drug and Alcohol Use, Tobacco Use	In 2020: 1) DCC meeting presentation- Overdose Protection Program 2) Promoted screening of <i>Angst</i>	1) Bangor Public Health 2) Coastal Healthy Communities/Project Alliance and other Maine Drug-Free Communities Coalitions, including Bangor Public Health.	Raised awareness
	In 2021: 1) DCC meeting presentation- the Overdose Response Team & SUD Liaison Collaboration Project (Penobscot) and equivalent Piscataquis project 2) DCC meeting (June)- Alcohol Use during COVID 19	1) Bangor Public Health (Penobscot); Community Health and Counseling Services (Piscataquis) 2) BPHCS	Raised awareness
Food Security, Obesity, Physical Activity and Nutrition	In 2020: 1) DCC meeting presentation- MYAN/youth engagement in addressing food security needs 2) Promoted volunteer needs at food security organizations 3) Promoted expansion of Bangor YMCA aquatics program for vulnerable population	1) MYAN 2) Good Shepherd (UMC Ecumenical Food Cupboard and Burlington Food Pantry).	1) Discussed strategies for engaging youth in this work. Take-home message- youth know best what they are willing/ interested in participating in; involving them in project design discussions will have the greatest positive results 2) Raised awareness 3) Raised awareness
Access to Behavioral Health, Mental Healthcare	In 2020 DCC meetings- Began offering closed captioning to provide the deaf, hard of hearing, and those with speech difficulties assistance with meeting participation; hosted a presentation on inclusivity services for this population	Disability Rights Maine/Telecommunications Relay Services	Raised awareness; enhanced inclusivity for vulnerable population
	In 2021: 1) DCC meetings continue to offer inclusivity for this population 2) Promoted Mental Health First Aid classes 3) DCC meeting (June)- Maine's behavioral health and resiliency response to COVID 19	1) Telecommunications Relay Services 2) UNE 3) CHCS/Strengthen ME	1) Enhanced inclusivity for vulnerable population 2) Raised awareness 3) Raised awareness

Priority	Activities	Partners	Key Accomplishments
Poverty	<p>In 2020:</p> <ol style="list-style-type: none"> 1) Rural Transportation task force began meeting 2) DCC meeting included facilitated discussion around COVID 19 impacts to social determinants of health, including transportation, housing, access to education/broadband services, etc. 3) DCC meeting presentation- transportation assistance options 	<ol style="list-style-type: none"> 1) Eastern Maine Development Corporation; Maine Highlands Investment Partnership; Helping Hands With Heart; Maine CDC; Eastern Maine Community College; UMA/Katahdin Higher Education Center and Chamber of Commerce; Katahdin Region Economic Development Board; Mobilize Katahdin; Piscataquis County Economic Development Council; Town of Millinocket; Maine Climate Council; Millinocket Memorial Library; Thrive Penobscot; Maine Legislature; City of Bangor 2) DCC membership 3) Maine CDC District Liaison for Central PHD, DCC membership 	<ol style="list-style-type: none"> 1) Looking for transportation funding; networking around northern Penobscot and Piscataquis County transportation efforts 2) networking around shared concerns 3) Raised awareness
	<p>In 2021 Rural Transportation task force meetings ongoing</p>	<p>see above for 1)</p>	<p>Identified funding for a small transportation grant- intent is to use it to update survey initially implemented through TIGER2 funding as a piece of bigger transportation planning efforts</p>
COVID-19	<p>In 2020:</p> <ol style="list-style-type: none"> 1) DCC meeting- facilitated discussion around immunization concerns 2) Promotion of Mask Up for ME 	<ol style="list-style-type: none"> 1) Maine CDC 2) Community Health Leadership Board 	<p>Raised awareness.</p>
	<p>In 2021:</p> <ol style="list-style-type: none"> 1) DCC meeting presentation- vaccine hesitancy and strategies to combat misinformation 2) Vaccination flyers, both counties 3) lack of transportation to vaccination clinics for vulnerable populations. 	<ol style="list-style-type: none"> 1) UNE 2) Maine CDC, healthcare systems/hospitals/FQHCs, VA, local pharmacies (Walgreens, Walmart, Sam's Club), Bangor Public Health, Hannaford. Transportation/vaccination clinics: United Way 	<p>Raised awareness (vaccine hesitancy, etc.), discussed transportation needs for vaccination clinic attendance, and provided information about locations and logistics around vaccination opportunities (vaccination flyers).</p>

Additional information on the Penquis District Public Health Improvement Plan priority activity can be found at:
<http://www.maine.gov/dhhs/mecdc/public-health-systems/lphd/district6/district-public-health-improvement-plan.shtml>
 Contact: Jessica Fogg, Penquis Public Health District Liaison 207-561-4421 or Jessica.Fogg@maine.gov

Priority	Activities	Partners	Key Accomplishments
Organization - Bangor Public Health and Community Services			
<p>Additional information on Bangor Public Health and Community Service's priority activity can be found at: http://www.bangorpublichealth.org/ and http://www.bangormaine.gov/ Contact: Patricia Hamilton, Director, Public Health & Community Services, 207-992-4550 or patty.hamilton@bangormaine.gov Jamie Comstock, Health Program Manager, 207-992-4466 or jamie.comstock@bangormaine.gov</p>			
Organization - Health Access Network (HAN)			
Drug and Alcohol Abuse	<p>In 2020, HAN focused on supporting and sustaining Medication Assisted Treatment group therapy during COVID by transitioning sessions to Zoom and adopting oral fluid testing that could be conducted remotely.</p> <p>In addition, a multi-disciplinary MAT sub-committee comprised of x-waivered/prescribing providers, behavioral health providers, nurse care coordinators, medical assistants, EHR/QI team members, and senior leadership members oversaw the revamping of this vital program. Key areas of focus included updating procedures for the program (MAT waitlist, screening and enrollment protocol, medication prescribing and testing practices, drug screening and pill count/fill practices), outlining patient expectations and consent forms, identifying and standardizing screening tools (drug screening questionnaire (DAST)/Michigan Alcohol Screening Test (MAST)/Stages of Change Readiness and Treatment Eagerness Scale (SOCRATES version 8)) and documenting treatment in a new electronic health record system, and piloting an advanced group for stable patients in the MAT program.</p>	Aegis	<p>HAN successfully conducted therapy sessions remotely every four weeks for the remainder of the calendar year.</p> <p>The focus on the MAT program and coordinating care across clinical staff resulted in doubling the number of engaged behavioral health providers and marking HAN's largest number of participating providers since the program's inception</p>
	<p>In 2021, HAN its PRAPARE tool - a patient screening tool used to identify social determinants of health for patients - or social care barriers to health, such as food scarcity, lack of transportation, housing insecurity or geographic and social isolation - from paper into its recently implemented EHR platform.</p> <p>HAN has also continues its engagement with Save-A-Life - a task force established in 2014 to alleviate substance use disorder and its consequences in the local community - and recently took part in an inaugural "Walking into Recovery" community walk and will be engaging in future events, including "Coffee with a Clinician".</p>	Save A Life	<p>HAN is able to identify and work to address social care factors impeding health and sobriety.</p> <p>The "Walk into Recovery", included participation from more than 100 community members, including representation from HAN.</p>
Obesity	<p>In 2020, a patient education/resource tool dispensed at primary care and walk-in care visits. The resource included vitals captured during the visit and walked through healthy lifestyle choices and activities and served as a prompt for conversation and engagement regarding obesity.</p>		

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Obesity	In 2021, HAN has focused on clinical and EHR workflows to bolster and account for efforts to support body mass index screening and appropriate follow-up planning to engage patients in tackling obesity.		HAN's quality measure for body mass index screening and appropriate follow-up planning increased 35% from 2020 to 2021 (year to date).
Physical Activity and Nutrition	In 2020, a patient education/resource tool dispensed at primary care and walk-in care visits. The resource included vitals captured during the visit and walked through healthy lifestyle choices and activities and served as a prompt for conversation and engagement regarding physical activity and nutrition.		
	In 2021, HAN focused on clinical and EHR workflows to bolster and account for efforts to support weight assessment and counseling for nutrition and physical activity for children and adolescents.		HAN's quality measure for weight assessment and counseling for nutrition and physical activity for children and adolescents increased 40% from 2020 to 2021 (year to date).
Mental Health	In 2020, HAN focused on supporting and sustaining patient care by transitioning therapy to remote sessions in response to COVID-19. In addition, HAN leveraged social media to post resources and recommendations and best practices for self-care and supporting loved ones during the pandemic. HAN's behavioral health provider team also temporarily volunteered to staff a dedicated call-line for health care and emergency workers to provide support until a statewide effort was established.		More than 66% of HAN's behavioral health visits occurred remotely in 2020, with none having occurred previously in the program.
	<p>In 2021, HAN has focused on establishing "new norms" for behavioral health services, with flexibility in offering both in person and virtual therapy for patients and on ramping up a program specific patient experience tool to capture patient feedback and future development of this highly sought out program.</p> <p>HAN has also focused on clinical and EHR workflows to bolster and account for efforts to screen for depression and provide/coordinate follow-up care.</p>		HAN's quality measure for depression screening and coordinating follow-up care increased 18% from 2020 to 2021 (year to date).

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COVID-19	<p>2020 brought its own challenges with the coronavirus pandemic and the need to respond by implementing appropriate practices based on CDC and State of Maine guidelines and recommendations. Staff training on safety protocols and resulting telehealth visits, establishing sick and well sites, transitioning staff to work from home to limit potential patient and staff exposure, and appropriate screening and social distancing all impacted access and providers being able to care for existing patients, let alone expanding panels to take on new patients.</p>	Penobscot Valley Hospital	<p>In 2020, COVID-19 called for HAN-wide changes in service delivery, with a shift to telehealth for many services (more than 17,000 conducted in 2020), reductions in other services to limit exposure and risk, adaptation of staffing models - accounting for social distancing, necessary onsite staffing, transitioning non-essential staff to work from home and staff reductions - responses to declining referral sources and heightened communication with local hospitals and nursing homes. A clinically staffed consultation line was created to triage care, a drive-thru COVID testing service was opened and nurse care coordinators reached out to check on high risk patients. Policies and protocols were revised for behavioral health services, the MAT program, nursing home care, primary and pediatric care, prenatal obstetrics care, radiology, and staff monitoring and exposure, as well as adopting telehealth protocols and documented EHR workflows.</p>
	<p>In 2021, HAN continued its efforts to screen and test for COVID, in addition to ramping up vaccination efforts for staff and community members. HAN's primary care sites will all host a COVID-19 vaccine clinic, in addition to ongoing vaccination efforts scheduled at HAN's lab at its Lincoln location. HAN has also opened up additional avenues for patients to communicate and engage with staff by rolling out its new patient portal, providing self check-in kiosks in reception areas, and launching electronic patient experience surveys through the EHR.</p>		
<p style="text-align: center;">Additional information on Health Access Network's priority activity can be found at: www.hanfqhc.org Contact: Nicole Morrison, Chief Executive Officer, Health Access Network 207-794-6700, and nmorrison@hanfqhc.org</p>			

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Organization - Millinocket Regional Hospital (MRH)			
Hunger/Food Security	In 2020: (1) Food Insecurity Screening continued and resource information for community food assistance and/or follow up was provided as needed. (2) Thrive Penobscot's project director convened a monthly regional food pantry group call via Zoom to facilitate collaboration and information sharing. (3) The Mainer's Feeding Mainer's program in partnership with GSFB provided fresh produce to MRH weekly starting in July and ending in November. Individual grab and go bags were made available to patients in both the family medicine and primary care waiting rooms. (4) MRH's Nurse navigator provided frozen meals and referral to EAAA Meals on Wheels to outpatients when in need of prepared foods.	Thrive Penobscot (a collaborative established by MRH that is grant funded to lead community health initiatives); Good Shepherd Food Bank (GSFB) ; Mobilize Katahdin; EAAA, local pantries	Regional Food Pantry Group Convened; Mainer's Feeding Mainer's Program Continued; Local resources readily available and known.
	In 2021: (1) Food Insecurity Screening continued and resource information for food assistance and/ or follow up was provided as needed. (2)Thrive Penobscot project director continues to convene a regional food pantry group fostering collaboration and information sharing. (3) Continuning to partner with Mobilize Katahdin to provide food resources including home delivery. (4) Amidst COVID 19 restrictions, Thrive worked with Millinocket Memorial Libary/ Mobilize Katahdin to establish, promote and implement a community food distribution site in collaboration with Good Shepherd Food Bank. (5) Mainers Feeding Mainers Program continued in partnership with GSFB and a local farmer.	Thrive Penobscot ; Good Shepherd Food Bank; Millinocket Memorial Library/ Mobilize Katahdin	Regional Food Pantry Group Meetings Continued; Monthly Community Food Distribution established; Local resources readily available and known.
Obesity	In 2020: (1) MRH's LIFEstyle Fitness Center temporarily closed due to COVID 19 and reopened to the public with safety precautions and policies in place for fitness clients. (2) Reduced membership rate for income eligible fitness clients was continued (started in 2019). Note: Diabetes Prevention Program mentioned in Chronic Disease Section provides guidance on weight loss promoting the use of the Fitness Center	MRH staff; CDC	Increased access to facility by implementing reduced cost rate. Provided a safe place to exercise indoors; No outbreaks occurred within our facility
	In 2021, MRH's LIFEstyle Fitness Center is open following COVID 19 safety precautions and policies for fitness clients. In addition, as of June 1, 2021, MRH mandated proof of vaccination as a requirement of membership. Note: Diabetes Prevention Program mentioned in Chronic Disease Section provides guidance on weight loss promoting use of the Fitness Center.	MRH staff; CDC	Provided a safe place to exercise indoors; No outbreaks occurred within our facility.
Chronic Disease	In 2020, The National Diabetes Prevention Program (NDPP) was suspended in March 2020 due to COVID-19.	Maine (CDC) Diabetes Prevention Program and National Diabetes Prevention Program	Program maintained NDPP's Full Recognition Status during pandemic.
	In 2021, May, MRH Lifestyle Change Coaches for the National Diabetes Prevention Program participated in DTTAC Advance Training: Distance Delivery of the National DPP in order to resume the Diabetes Prevention Program, when ready. Options for class delivery include inperson, virtual or a hybrid model. Slated to resume classes Sept 2021, delivery model TBD.	Maine (CDC) Diabetes Prevention Program and National Diabetes Prevention Program	Program maintained NDPP's Full Recognition Status during the pandemic with plans to resume in the fall.

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Mental Health Services	In 2020, MRH contracts with Acadia Health to provide Mental Health Services in our Emergency Department.	Acadia Health	Acadia assists the Emergency Room in medication adjustments for ER patients.
	In 2021: (1) MRH contracts with Acadia Health to assist with Mental Health issues that present to the Emergency Department. In the ER, patients waiting to be transferred to an inpatient mental health facility are evaluated daily by Acadia via telehealth services. (2) Recently, MRH signed a contract with PursueCare. PursueCare is a provider of addiction treatment and behavioral health services through telemedicine. PursueCare has counselors available to assist with MAT programs for those with dual diagnosis.	Acadia Health, PursueCare	PursueCare will fill a gap that existed by providing assistance in the Emergency Room and in the Primary Care Practices.
Access to Care	In 2020, we continued to work on access to care in our Primary Care Practices. We are part of an ACO, Community Care Partners of Maine, that have provided ideas and assistance in ways to increase access to care in the PCP office and decrease ER visits.	Primary Care Practices, CCPM	Experienced an upward trend initially in the early months of Covid-19, but it diminished toward the end of the year. Have added daily call in visits to accommodate sick visits.
	In 2021, the PCP offices have added telehealth visits which assists with access. The PCP offices continue to work on strategy development to enhance access.	Primary Care Practices, CCPM	ER visits from the PCP offices decreased slightly during 2021.
Substance Use Disorders	2020: Enhancements in our narcotic contracting with patients on opioids, revisions in contracts and pill counts in the PCP offices. In March of 2020, Thrive Penobscot's project director (a program of MRH), suspended the Katahdin Response Network (for Substance Use Disorder) coalition meetings due to the pandemic. Prior to that, coalition meetings brought treatment, recovery and prevention sectors together in person to learn from each other and develop community strategies to address the drug use crisis.	Primary Care Providers/staff; Thrive Penobscot/ Katahdin Response Network	Reduction in narcotic prescribing and tapering doses of narcotics to meet State mandates.
	2021: Establish a MAT program through the Primary Care Office. Active participation in the Katahdin Response Network for Substance Use Disorder. (Note: KRN coalition reconvened via virtual zoom meetings in March 2021)	Primary Care Practices, Pursue Care, Thrive Penobscot/ Katahdin Response Network	Contracted with Pursue Care to assist with the counseling piece necessary for the MAT program; Holding virtual KRN coalition meetings has increased regional sector participation including state and federal government representation.

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COVID-19	In 2020: 1) MRH began Covid response in early 2020. We temporarily closed our Operating Room and Primary Care offices to routine procedures and visits for approximately 4 weeks. We began education in April 2020 by creating a Covid Task Force primarily for the nursing staff. We also began providing education to the public via social media. We provided Covid testing. In December, we began vaccinating our hospital staff requesting a vaccine. 2)Thrive Penobscot (a program of MRH) worked with Millinocket Memorial Library to establish the new coalition, Mobilize Katahdin, to meet basic needs of community members during the pandemic. Monthly meetings were convened by Thrive Penobscot's project director to develop local prevention strategies and share information. Collaborated with Mobilize Katahdin to promote Mask up for Me campaign in Katahdin Region.	MRH Employees/Infection Preventionist/Risk Management/ Thrive Penobscot/ Mobilize Katahdin /CDC	Progress in identifying high risk areas and educating staff on Covid-19 protocols. MRH actively involved in public education including Mask up for Me campaign.
	In 2021: We have provided ongoing education on Covid-19 to staff and community members. We have vaccinated all employees requesting the Covid-19 vaccine. We have also provided several Covid vaccine clinics over several months in the Millinocket and Patten areas. Recently we began providing walk-in Covid vaccines in our Walk-In Clinic every Tuesday and Thursday from 8a-6p. Continued to partner with Thrive Penobscot and Mobilize Katahdin to meet basic needs of community members.	Infection Preventionist/Risk Manager/CDC/Thrive Penobscot/ Mobilize Katahdin	As of June, MRH was on record as having the the highest percentage of employees vaccinated in the State. 94.5% of our hospital employees have been vaccinated to date.

Additional information on Millinocket Regional Hospital's priority activity can be found at:

www.mrhme.org

Contact: Shelly Drew, V.P. of Corporate Compliance/Risk Management , Millinocket Regional Hospital, 723-3349 or sdrew@mrhme.org

Organization - Northern Light Acadia Hospital

Mental Health	In 2020, Acadia Hospital worked to increase the number of CARES packages distributed.	Over 20+ statewide school districts; Northern Light Health member organizations; The University of Maine; Maine Child Welfare Education; Adoptive and Foster Families of Maine; GEAR Parent Network; Community Compass; Maine Children's Trust	Successfully brought expertise and assistance to schools, teachers, support staff, and agency staff during the incredibly challenging time of COVID-19. During the last 6 months of FY20, we made ourselves as available as much as possible to support youth and families AND the teams from schools and provider agencies who caring for kids and families experiencing emotional challenges due to the pandemic.
	In 2021, Acadia hospital continues to work on increasing the number of CARES packages distributed.	Northern Light Mayo Hospital; Northern Light Sebasticook Valley Hospital	Fiscal Year 2021 priority activity updates will be available at the end of the fiscal year and posted online via our Progress Report to Our Community.

Priority	Activities	Partners	Key Accomplishments
Food Insecurity	In 2020, Acadia worked to increase the number of patients screened for food insecurity and referred to Community. resources.	Various Northern Light Health departments; Good Shepherd Food Bank	Increased the visibility of food insecurity among its patient population and has helped to inform a developing collaboration between Acadia and the Good Shepherd Food Bank which will begin in fiscal year 2021
	In 2021, Acadia continues to work on increasing the number of patients screend for food insecurity and referred to community resources.	Good Shepherd Food Bank	Fiscal Year 2021 priority activity updates will be available at the end of the fiscal year and posted online via our Progress Report to Our Community.
Substance Use	In 2020, Acadia worked to increase the number of community members able to access an existing primary care Medication-Assisted Treatment option and increase the Northern Light Acadia Hospital's daily dosing Suboxone. program	Northern Light Eastern Maine Medical Center Emergency Department; Northern Light Eastern Maine Medical Center Primary Care – Dr. Billings-Lindsey	Widened the array of understanding of the depth and breadth of services our Opioid Health Home (OHH)/daily dosing Suboxone program offers to other non-Northern Light agencies within the greater Bangor region.
	In 2021, Acadia continues to work increase the number of community members able to access an existing Medication-Assisted Treatment option for opioid use through Acadia's Opioid Health Home Program	Northern Light Eastern Maine Medical Center Emergency Department; Northern Light Eastern Maine Medical Center Primary Care – Dr. Billings-Lindsey. Working with Wellpath/ME Dept of Corrections for continuing treatment as inmates are released from incarceration; AMHC	Fiscal Year 2021 priority activity updates will be available at the end of the fiscal year and posted online via our Progress Report to Our Community.
COVID-19	In 2020 and 2021, during the pandemic, provided mental wellness and resilience education and support to businesses including leadership and topical trainings	Many businesses and forums such as Bangor Region Leadership Institute, Bangor Rotary and Bangor Chamber	Provided resilience leadership training to over 1,700 leaders. Provided numerous topical trainings to business, consortiums and community audiences

Additional information on Northern Light Acadia Hospital's priority activity can be found at:

<https://northernlighthealth.org/2019-Community-Health-Strategy>

Contact: Rick Redmond, Associate Vice President, Community Partnerships and Service Line Dev., Acadia Hospital 207-973-6811 or rredmond@northernlight.org

Organization - Northern Light Beacon Health

Information on Northern Light Beacon Health's priority activity can be found at:

<https://northernlighthealth.org/2019-Community-Health-Strategy>

Contact: Jaime Rogers, Director, Community Care and Behavioral Health Services , Northern Light Beacon Health 207-973-6491 or jbrogers@northernlight.org

Priority	Activities	Partners	Key Accomplishments
Organization - Northern Light Eastern Maine Medical Center (EMMC)			
Mental Health	In 2020, EMMC worked to increase educational programs to raise awareness, readiness and access to mental health services.	Northern Light Acadia Hospital	The partnership with Acadia increased the number consults in primary care and provided easier access to the provider at Acadia in an active provider model.
	In 2021, EMMC continues working to increase educational programs to raise awareness, readiness and access to mental health services.	Northern Light Acadia Hospital; NAMI	Fiscal Year 2021 priority activity updates will be available at the end of the fiscal year and posted online via our Progress Report to Our Community.
Social Determinants of Health	In 2020, EMMC worked to increase the number of patients screened for food insecurity and referred to community resources.	Good Shepherd Food Bank	Built a program to assist patients in need with food bags and/or referrals to other community partners. Over 24,000 screens performed, over 1,000 patients identified as food insecure, and 421 patients provided food bags or referrals to other community partners.
	In 2021, EMMC continues working to increase the number of patients screened for food insecurity and referred to community resources	Good Shepherd Food Bank; United Way	Fiscal Year 2021 priority activity updates will be available at the end of the fiscal year and posted online via our Progress Report to Our Community.
Substance Use	In 2020, EMMC worked to increase the number of Medication-Assisted Treatment (MAT) options for opioid use readily available in local communities.	SAMHSA for MAT training Program (PCSS Module)	First year residency program, which includes MAT training, continues to be an excellent approach to expand capabilities within our community. The Residency Program performs well on training physicians as first year residents and embedding that expertise into our primary care practices.
	In 2021, EMMC continues working to increase the number of Medication-Assisted Treatment options for opioid use readily available in local communities.	Northern Light Acadia Hospital; Bangor Area Recovery Network	Fiscal Year 2021 priority activity updates will be available at the end of the fiscal year and posted online via our Progress Report to Our Community.

Priority	Activities	Partners	Key Accomplishments
Access to Care	In 2020, EMMC worked to increase the number of primary care locations accepting new patients.	WellSpring Inc.; Michael Reid, VP Physician Services; Dr. James Clarke, SVP Physicians Medical Group; Dr. Billings-Lindsey, Physician Chair, Northern Light Health Medical Group; Northern Light EMMC Primary Care Managers, Northern Light EMMC Executive Leadership, and Northern Light EMMC Primary Care Steering Committees.	Opened six of seven primary care practices to new patients and saw an increased volume of 2,072 new patients over the last year, thus creating additional access for those we serve.
	In 2021, EMMC continues to maintain the number of primary care locations accepting new patients.		Fiscal Year 2021 priority activity updates will be available at the end of the fiscal year and posted online via our Progress Report to Our Community.
Physical Activity, Nutrition, Weight	In 2020, EMMC worked to increase the number of evidence-based programs focused on access to and availability of activities to improve overall health through a variety of different nutritional and/or physical activity options.	Bangor school system; Orono school system; Hampden school system	Provided instructional videos, online social interactions, work out videos, as well as worked directly with schools and coaches to determine best methods to support Phase 1 restart as specified by the State of Maine.
	In 2021, EMMC continues working to increase the number of evidence-based programs focused on increasing access to and availability of physical activity.	Bangor, Orono, and Hampden School Systems	Fiscal Year 2021 priority activity updates will be available at the end of the fiscal year and posted online via our Progress Report to Our Community.

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COVID-19	<p>During 2020 and 2021, EMMC engaged with many community partners to provide education, support, and vaccinations to the community. Prior the vaccination effort, EMMC provided education around PPE and engaged in mask collections for community agencies. Once vaccination became available, EMMC held initial clinics on site at the hospital for 80+ prior to many places having availability, and transitioned to one of the first mass vaccination sites at the Bangor Cross Center. EMMC leveraged community volunteers, staff members, and community partners to ensure the needed volume was available. EMMC and NLH leadership also hosted and supported virtual learning for schools, community, and businesses around safe practices for operating during COVID. EMMC provided support to various community organizations on exposure and employee processes and procedures. EMMC created and maintained a testing site for symptomatic community members, as well as a respiratory assessment clinic to limit exposure for other patients. In 2021, EMMC has begun to transition testing, assessments, and vaccination into all of their primary care offices.</p>	<p>Northern Light Health Pharmacy and Home Office, City of Bangor, State of Maine, Cross Center, Penobscot Community Health Care, St. Joseph Hospital, and other community partners.</p>	<p>13,000 doses of vaccination given at the medical center, 108,000 doses of vaccination given at the cross insurance center, 5,000 doses given at Union Street. Over 1,000 new community volunteers to support the cross insurance center trained and oriented to the roles. Significant labor investment for paid EMMC employees supporting the testing, vaccination, and assessment processes.</p>
<p align="center">Additional information on Northern Light Eastern Maine Medical Center's priority activity can be found at: https://northernlighthealth.org/2019-Community-Health-Strategy Contact: Ali Worster, VP Human Resources & Patient Experience, Northern Light Eastern Maine Medical Center 207-973-7067 or aworster@northernlight.org</p>			
<p>Organization - Northern Light Home Care & Hospice</p>			
<p align="center">Information on Northern Light Home Care & Hospice's priority activity can be found at: https://northernlighthealth.org/2019-Community-Health-Strategy CContact: Cathy Bean, Manager, Clinical and Community Health Services, Northern Light Home Care & Hospice, beanc@northernlight.org</p>			
<p>Organization - Northern Light Sebasticook Valley Health (SVH)</p>			
Social Determinants of Health (SDOH) - Social Needs	<p>In 2020, SVH worked to increase the number of sites implementing screening and referral for health-related social needs.</p>	<p>Northern Light Health members: AR Gould Hospital, Beacon Health, Blue Hill Hospital, CA Dean Hospital, Eastern Maine Medical Center, Home Care & Hospice, Inland Hospital, Maine Coast Hospital, Mayo Hospital, Mercy Hospital. Northern Light Primary Care in Clinton, Newport, Pittsfield, Penquis Community Action Program, Kennebec Valley Community Action Program, Kohl's Grant, Cross Road Case Management, Hospice Volunteers of Somerset County</p>	<p>As part of the Northern Light systemwide SDOH workgroup, engaged in literature reviews and outreach efforts to other healthcare system's efforts in this realm to learn about the successes and challenges related to this type of screening effort that will ultimately help to inform how we will operationalize this effort throughout our system.</p>

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Social Determinants of Health (SDOH) - Social Needs	In 2021, SVH continues working to increase the number of sites implementing screening and referral for health-related social needs.	Northern Light Health members: Acadia Hospital, AR Gould Hospital, Beacon Health, Blue Hill Hospital, CA Dean Hospital, Eastern Maine Medical Center, Home Care & Hospice, Inland Hospital, Maine Coast Hospital, Mayo Hospital, Mercy Hospital, Sebec Valley Hospital	Fiscal Year 2021 priority activity updates will be available at the end of the fiscal year and posted online via our Progress Report to Our Community.
Substance Use	In 2020, SVH worked to increase the number of partnerships with community-based substance use prevention efforts.	MSAD #53; RSU #19; Maine Central Institute; Caravel Middle School; Pittsfield Police Department; Somerset County Sheriff Department; Healthy SV Coalition; Northern Light Primary Care in Clinton, Newport, Pittsfield; Pittsfield & Hartland Public Libraries; Newport Cultural Center; Etna-Dixmont School; TownSquare Media	Promoted prescription drug safety educational materials through various prevention partnerships to encourage monitoring, securing, and safely disposing of unwanted or expired prescription medications.
	In 2021, SVH continues working to maintain the number of partnerships with community-based substance use prevention efforts.	Northern Light Acadia Hospital; Northern Light Primary Care Pittsfield; Good Shepherd Food Bank; Healthy SV Coalition; Palmyra Baptist Soup Kitchen; Pittsfield Fire and Police Department and Public Library; Greater Pittsfield Area Kiwanis; Kennebec Valley Community Action Program; Maine Central Institute; Maine State Police Troop C; MSAD #53; Pittsfield Elks Lodge; St. Albans Community Center.	Fiscal Year 2021 priority activity updates will be available at the end of the fiscal year and posted online via our Progress Report to Our Community.
Mental Health	In 2020, SVH worked to increase educational programs to raise awareness, readiness and access to mental health services.	National Alliance of Mental Illness, Maine; Maine Central Institute; Healthy SV Coalition; RSU #19; Northern Light Acadia Hospital/Acadia CARES program; MSAD #53; Caravel Middle School; Pittsfield and Hartland Public Libraries; Etna-Dixmont School; Newport Cultural Center	Implemented creative ways to address mental health concerns by incorporating the mental health resource guide into the school meal program, creating socially distanced craft 'n go bags for youth, and promoting Acadia CARES program on social media platforms.

Priority	Activities	Partners	Key Accomplishments
Mental Health	In 2021, SVH continues working to increase educational programs to raise awareness, readiness and access to mental health services.	Northern Light Acadia Hospital; Hometown Health Center; Maine Resilience Building Network; National Alliance of Mental Illness, Maine; Palmyra Baptist Soup Kitchen; RSU #19; HealthySV Coalition; Kennebec Valley Community Action Program; Kohl's Grant; Maine Central Institute; MSAD #53; Somerset Public Health.	Fiscal Year 2021 priority activity updates will be available at the end of the fiscal year and posted online via our Progress Report to Our Community.
Social Determinants of Health (SDOH) - Food Insecurity	In 2020, SVH worked to increase the number of patients screened for food insecurity and referred to community resources.	Northern Light Primary Care in Clinton, Newport, Pittsfield; SVH Patient Navigator; Good Shepherd Food Bank	Expanded primary care practices screening for food insecurity as well as increased the number of screenings conducted and patients referred to community services.
	In 2021, continues working to increase the number of patients screened for food insecurity and referred to community resources.	Sebasticook Valley Hospital primary care practices in Clinton, Pittsfield, Newport, and Newport Plaza; SVH patient navigator; Good Shepherd Food Bank.	Fiscal Year 2021 priority activity updates will be available at the end of the fiscal year and posted online via our Progress Report to Our Community.
Older adult health/Healthy aging	In 2020, SVH worked to increase initiatives to promote end-of-life and palliative care options.	Northern Light Sebasticook Valley Hospital primary care providers and health and wellness educator; Newport Women's Club; Northern Light Health members, CA Dean Hospital, Eastern Maine Medical Center, Inland Hospital, and Mayo Hospital.	Established an advance care planning team that met regularly to coordinate and organize end-of-life and palliative care and options.
	In 2021, SVH continues working to maintain initiatives to promote end-of-life and palliative care options.	Northern Light Health's Primary Care in Pittsfield, Beacon care manager, and Newport Family Practice.	Fiscal Year 2021 priority activity updates will be available at the end of the fiscal year and posted online via our Progress Report to Our Community.
COVID-19	In 2020, Northern Light Sebasticook Valley Hospital worked to help to connect community members to needed resources.	HealthySV Coalition, Kohl's Grant, MSAD #53, RSU #19	Provided community members with local resources that were distributed through the school meal program to connect families to mental health resources and food resources. Provided 150 families with free meals during the COVID-19 pandemic with the help of the Kohl's Grant.

Priority	Activities	Partners	Key Accomplishments
COVID-19	In 2021, Northern Light Sebasticook Valley Hospital worked in collaboration with many partners to provide COVID-19 vaccinations for our community members.	The Millennium, Northern Light Sebasticook Valley healthcare providers and non-clinical staff, Community Volunteers	Established a community COVID-19 vaccine clinic that reached approximately 7,500 community members. Each week we had 10-12 volunteers that were both community members and SVH staff that would provide support in registration, parking, screening, and monitoring community members after they received their dose. SVH would open the mass vaccination clinic 2 (two) to 3 (three) times each week to offer vaccines to community members.

Additional information on Northern Light Sebasticook Valley Health's priority activity can be found at:

<https://northernlighthealth.org/2019-Community-Health-Strategy>

Contact: Sherry Tardy, Director, Business Development, Northern Light Sebasticook Valley Health 487-4085 or stardy@northernlight.org

Organization - Penobscot Community Health Care (PCHC)

Drug & Alcohol Abuse, Tobacco Use	Expansion of Bridge Clinic and working to support the implementation of low barrier OUD treatment at 6 other agencies (FQHCs)		
	More providers (total 70) with waiver to prescribe MAT; Treatment of OUD in nursing facilities		
Obesity	Acquired WOW program for childhood obesity	Northern Light Eastern Maine Medical Center; Northern Light Health	
Physical Activity & Nutrition	WOW program joins Penobscot Pediatrics		
	Working with YMCA to expand Exercise as Medicine program	Bangor YMCA	
Health care insurance	Medicaid expansion allows increased access through our Outreach & Enrollment		
	Advocated for expansion of Mainecare to Adult Dental		
Poverty	First Dental Therapist on East Coast increases access to dental care for all		
Access to Behavioral Healthcare	Dramatic expansion of BH capacity, including accepting outside referrals for counseling and, ultimately, psychiatry.		
	NIDA grant supporting telehealth recovery services-Seaport/Belfast		
Employment	In 2020: Clubhouse program	Bangor Savings Bank, Chick-Fil-A; Dirigo P	57 people employed; >\$1 m in salaries
	In 2021 Clubhouse program	Sweep And Slate; TJ Maxx	56 people employed so far

Priority	Activities	Partners	Key Accomplishments
COVID-19	Expansion of telehealth services, including recovery and mental health		
	Hope House expansion to Ramada; COVID testing of migrant workers; Vaccine efforts focused on vulnerable communities and patients	City of Bangor, BAHS, Free Martin, MMH	
Additional information on Penobscot Community Health Care's priority activities can be found at: www.pchc.com Contact: Kate Carlisle, Director of Mission Engagement, Penobscot Community Health Care, 207-404-80144, kate.carlisle@pchc.com			
Organization - Penobscot Valley Hospital			
Substance Use	In 2020 PVH obtained the Patient Linkage-to-Care for substance use disorders grant. Hired patient navigator to assist patients with finding SUD treatment programs, recovery coaches, insurance applications and transportation needs.	Patient Linkage-to-Care grant	Help patients in the community with SUD find the resources they need for treatment
	In 2021 developed a work group with Health Access Network and Save A Life to explore services in the community.	Health Access Network, Save A Life	Community resource for patients with SUD
Mental Health Services	In 2020 discussed options with Acadia telepsych to contract with LCSW and PMHNP to provide counseling and med management.	Northern Light Acadia Hospital	
	In 2021 COVID-19 restrictions have caused the work with Acadia telepsych to be put on hold.	Northern Light Acadia Hospital	
COVID-19	In 2020 opened COVID-19 state of Maine drive-thru test site providing free testing. Primary care office offered PCR testing to symptomatic patients. OR staff PCR tested patients prior to aerosol generating procedures.	State of Maine	Able to provide testing at no cost for asymptomatic patients.
	In 2021 continue to provide free COVID-19 testing. Primary care office offered PCR testing to symptomatic patients. OR staff PCR tested patients prior to aerosol generating procedures. A vaccine clinic was organized and available for the community to receive Moderna or J&J vaccines.	State of Maine	Offer testing for all patients, asymptomatic, or symptomatic. Patients in our community were able to receive the vaccine without traveling.
Additional information on Penobscot Valley Hospital's priority activity can be found at: www.pvhme.org			

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Priority	Activities	Partners	Key Accomplishments
Organization - St. Joseph Hospital			
Drug and Alcohol Abuse	In 2020: 1. Expand utilization of sublocade for appropriate patient population (2018 patient enrollment baseline) 2. Fully participate with CHLB relative to substance use disorder initiatives	1. CCPM 2. CHLB	1. 242% increase in patient enrollment since 2018 2. Organization President and key leaders fully participating
	In 2021: 1. Expand utilization of sublocade for appropriate patient population 2. Fully participate with CHLB relative to substance use disorder initiatives 3. Provide advanced education for providers re: alcohol consumption, influential dialogue and intervention 4. Provide advanced education for providers re: e-cigarette and vaping utilization to support screening, influential dialogue and intervention	1. CCPM 2. CHLB 3. N/A 4. N/A	1. In process 2. In process 3. In process 4. In process
Mental Health	In 2020: 1. Expand mental health services w/in outpatient setting 2. Expand mental health services w/in inpatient setting	1. Acadia Hospital 2. N/A	1. Contract expanded; recruitment in process 2. Psych NP on-staff
	In 2021: 1. Pilot mental health awareness campaign 2. Advanced education for Family Medicine providers re: mental health screening, influential dialogue and intervention for underage population 3. Expand mental health services w/in outpatient setting	1. N/A 2. Acadia Hospital; Maine CDC; Maine Health 3. Acadia Hospital	1. Fourth Quarter 2. In Process 3. Recruitment continuing
Access to Care	In 2020: 1. Pilot at minimum two new care delivery models to support improved access a. RN led AWV b. NP primary care extender model	1. N/A	1. RN led AWV pilot November 2020; NP extender model December 2020
	In 2021: 1. Implement at least one new care delivery model to support improved access 2. Expand Same Day Care Services to include extended hours 3. Expand primary care access through the expansion of primary care panel size	1. N/A 2. N/A 3. N/A	1. RN led AWV implemented 2/2021 2. Expanded 2/2021 3. In process
Obesity	In 2020: Items deferred to 2021 due to COVID impact		
	In 2021: 1. Implement EMR mechanism to more fully identify patients for support through care pathway 2. Provide advanced education for providers relative to conducting an influential dialogue to address obesity diagnosis 3. Create a care manager referral pathway to support a variety of treatment programs and options 4. Increase participation in Commit to Get Fit	1. N/A 2. N/A 3. YMCA; CCPM 4. N/A	1. In process 2. In process 3. In process 4. In process

Priority	Activities	Partners	Key Accomplishments
Social Determinants of Health	<p>In 2020:</p> <ol style="list-style-type: none"> 1. Fully participate with EAAA food insecurity grant 2. Provide emergency food boxes for food insecure patients 3. Provide complimentary fresh produce to food insecure patients and visitors 4. Increase transitional housing resource by providing a community grant to support Hope House expansion 5. Fully participate with City of Bangor housing crisis work group 6. Fully participate with CHLB social determinants of health work group 7. Provide care management services to Bangor Area Homeless Shelter 	<ol style="list-style-type: none"> 1. EAAA 2. Good Shepherd 3. Good Shepherd 4. PCHC 5. City of Bangor 6. CHLB 7. Bangor Area Homeless Shelter 	<ol style="list-style-type: none"> 1. Fifteen participants (COVID impacted set goal) 2. 3,402 pounds distributed 3. 10,331 pounds distributed 4. Provided community grant to support one additional bed 2/2020 5. Full Participation in program meetings 6. Full participation in program meetings 7. Provided care management services weekly for 46 weeks.
	<p>In 2021:</p> <ol style="list-style-type: none"> 1. Fully participate with EAAA food insecurity grant 2. Provide emergency food boxes for food insecure patients 3. Provide complimentary fresh produce to food insecure patients and visitors 4. Increase transitional housing resource by providing a community grant to support Hope House expansion 5. Fully participate with City of Bangor housing crisis work group 6. Fully participate with CHLB social determinants of health work group 7. Provide care management services to Bangor Area Homeless Shelter 	<ol style="list-style-type: none"> 1. EAAA 2. Good Shepherd 3. Good Shepherd 4. PCHC 5. City of Bangor 6. CHLB 7. Bangor Area Homeless Shelter 	<ol style="list-style-type: none"> 1. In process 2. In process 3. In process 4. In process 5. In process 6. In process 7. In process

Additional information on St. Joseph Hospital's priority activity can be found at:

www.stjoeshealing.org

Contact: Veronica Marchese, St. Joseph Healthcare 207-907-1700 or vmarchese@covh.org

Organization - United Way of Eastern Maine

Information related to United Way of Eastern Maine's priority activity can be found at:

<https://www.unitedwayem.org/>

Contact: Matt Donahue, Chief Impact Officer, United Way, 207-941-2800 or matthewd@unitedwayem.org