2013 Annual Report
Our Community. Our Health.

The Future of Healthcare is Here

Mid Coast Health Services
www.midcoasthealth.com
**OUR MISSION**

At **MID COAST HOSPITAL**, we integrate remarkable twenty-first century technical and scientific advances in healthcare with more traditional and human aspects of caring and healing.

As your community hospital, we provide this modern, compassionate healthcare close to home. We provide maximum value for each service we deliver.

**OUR VISION**

Over the next decade, Mid Coast Health Services will continue its leadership in **transforming** healthcare for the communities we serve by focusing on the following priorities:

- **Prevention and Wellness**: An organization that not only takes care of patients when they become sick, but also takes responsibility for the health and well-being of our community.
- **Excellent Patient Experience**: An organization that is easy to access and navigate and is committed to surpassing expectations. Caring is at the heart of what we do.
- **Integrated and Accountable Care**: An organization that uses a team approach to managing the quality and cost of healthcare across all settings, engaging the patient, employers, and the healthcare team in the process.
- **Continuous Improvement to Achieve Superior Outcomes**: An organization that continuously measures and improves everything we do and engineers safety, technology, evidence, and reliability into our clinical practices to achieve superior outcomes.
- **Meeting Community Needs**: An organization that actively engages with the community to plan for and meet changing needs, and provides a first place to turn for high-quality healthcare, close to home.

**OUR GOAL**

*We are committed to achieving the TRIPLE AIM*

- enhance the patient experience and quality of care
- improve the health of our population, and
- reduce the per capita cost of healthcare.

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**ON THE COVER**: Our new **MID COAST MEDICAL GROUP-Topsham medical office building** under construction just off Rte. 196 in Topsham adjacent to The Highlands. Learn more on Page 6.
Dear Friends:

There is no doubt that 2013 will long be remembered as a year of upheaval in the world of healthcare. Nationally, we’ve witnessed difficult times and decisions that affect millions of individuals with widespread implications to our healthcare system. As healthcare policy and legislation moved to the center of national attention, here at Mid Coast we have worked hard to prepare for the repercussions. We have primarily focused on how the changes in the Affordable Care Act will enhance our mission and the transformative path that we have already set in place.

With strong leadership and community support, Mid Coast Health Services began preparing for these times over two years ago. During a comprehensive community outreach initiative, we listened and learned about the needs and hopes for health within our region. The outcome of our efforts, Mid Coast’s 2020 Vision, became a local roadmap for the future of healthcare.

Last year we aligned ourselves with national leaders through the pursuit of the Triple Aim. We committed to achieve healthcare’s greatest challenge to simultaneously improve the patient experience of care, improve the health of the community, and reduce costs; a goal that experts agree will ultimately improve both our healthcare system and the health of all individuals.

As you will see in this report, we have spent the past year mobilizing our ideas. We’ve invested in infrastructure, innovation, and excellence, carrying out our promise to lead our community through the greatest healthcare transformation of our time. With this foundation in place, we have a position of strength and success no matter the outcomes of the national debate.

Despite political polarities of the Affordable Care Act, the national attention has united our country with a collective hope for a better healthcare system. With such a desperate need for reform, we remain optimistic that some components of the legislation are directly in line with our vision, allowing for more rapid progress on improving the health of our community.

With a mission to deliver the absolute best service and care, a true belief in our vision for the future, and a substantial goal to aim toward, we set forth on our journey. The future of healthcare is here and we have never been more prepared to lead the way.

Lois N. Skillings, RN
President & CEO
The Affordable Care Act

By Robert N. McCue
Vice President-Finance and Chief Financial Officer

The need for affordable care

On March 23, 2010, President Obama signed the Affordable Care Act (ACA) — the most significant piece of health reform legislation enacted in over 50 years. Aimed at comprehensive health insurance reform, the primary goal of the law is to provide health insurance for the more than 50 million Americans currently uninsured.

Studies have shown a wide disparity in health levels between those who have insurance and those who do not. Given Mid Coast’s commitment to the health of our community, we are very much in favor of all Mainers having access to insurance and options for better health. Additionally, increasing the number of patients with insurance will reduce our hospital’s free care and bad debt – a number that has almost doubled in the past five years, mostly related to people who are either uninsured or under insured.

How does the ACA increase access to insurance?

The ACA uses a two-fold approach to increase health insurance options for all Americans. First, it allows each state to expand eligibility for the Medicaid program, a public social welfare program that provides health insurance for those living in poverty. Secondly, the ACA creates subsidies for those not eligible for Medicaid to purchase private health insurance through newly created healthcare exchanges, an online Health Insurance Marketplace.

Between the expansion of Medicaid and the creation of the exchanges, it was estimated that 32 million Americans would gain access to health insurance.

Cause for concern, but hope for the Future

With such positive projections, the American Hospital Association not only became an early supporter, but also agreed to help pay for the ACA by negotiating significant reductions in Medicaid reimbursements. What was originally a simple deal became complicated when many States, including Maine, challenged the legality of the ACA and the Supreme Court ruled that they were not obligated to expand Medicaid. As a result of this ruling, it is now up to each State to decide whether or not to expand its Medicaid program, a decision that has significantly weakened the original estimates of the ACA.

To date, Maine is among 25 states that have decided not to expand Medicaid. Without the expansion, the deal no longer balances and hospitals in Maine are obligated to the agreed upon reimbursement reductions, yet do not benefit from the anticipated revenue. Because of this, the net impact of the ACA to Mid Coast Hospital is a loss of $16 million over the next seven years.

Despite what has happened to date, Mid Coast will not waiver in our support of the ACA. As the Maine legislature and the LePage administration continue to debate Medicaid expansion, we remain hopeful. Not only to prevent long-term financial losses, but also to reinstate the original intentions of the ACA and provide more options for health insurance and opportunities for better health in our community.
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Mid Coast Health Services remains focused on our core mission to provide the highest quality care to the community. By consistently analyzing our practices and managing costs, we provide maximum value for every service we deliver. We’ve invested in innovation and new efficiencies to secure the future of health in our community. With strong leadership and support, we have become a leader in healthcare in Maine and remain the lowest cost hospital in the state.

Building a New Patient-Centered Medical Home

The official groundbreaking for Mid Coast Medical Group–Topsham took place in October, marking construction of the new internal medicine practice located adjacent to The Highlands.

Offering adult primary care, the new MCMG–Topsham is specifically designed to deliver an innovative model of care known as the Patient-Centered Medical Home (PCMH), supporting Mid Coast’s mission to transform primary health care by giving patients needed support to actively participate in their own care. The PCMH model is proven to improve health outcomes and lower the cost of healthcare, by striving to keep patients healthy and well.
Community Care Team Offers Patient-Centered Care

An extension of the Patient-Centered Medical Home, the CHANS Community Care Team (CCT) works with physicians to assist patients with achieving optimum health. The team helps those living with chronic disease to identify barriers that may prevent them from staying healthy and then links them to support and resources that help them remain on a healthy path.

Since becoming operational in January 2013, the CHANS CCT received 154 referrals and admitted 117 active patients. Over the past year, the work of the CCT has improved the overall quality of life for each of the patients served, while working toward the goal of reducing more costly emergency department visits and related hospital admissions.

Maternity Awarded Grant to Expand CenteringPregnancy® Program

Early in 2013, Maternity Care at Mid Coast Hospital received a grant from March of Dimes to expand the already successful CenteringPregnancy program. The evidenced-based model of group prenatal care integrates basic prenatal health assessment and education with social support. Centering allows for increased patient capacity and provider efficiency, while improving health outcomes.

Investments in Technology

With the acquisition of new technology this past year, the physicians of Mid Coast Medical Group and Mid Coast Hospital have improved efficiency, enhanced diagnostic capabilities, and improved overall patient experiences.

The physicians of Mid Coast Medical Group–Gastroenterology are using a new advanced endoscopy system to provide patients with more accurate diagnoses, shorten procedure times, and improve the overall procedural experience. The clarity of the new technology is exceptional and helps to clearly detect abnormalities, even at their earliest stages.

Diagnostic Services recently replaced the cardiac catheterization lab with a new digital system, allowing for improved image quality, faster image transfer, and lower Xray exposure. The new technology allows for exceptional image quality and more efficient workflow.

Caring for the Health of our Mid Coast Family

As a healthcare organization committed to the health and wellness of our community, we strive to create a culture of health in everything that we do. By doing so, we not only model healthy behaviors for our patients, but also support employees in their personal health that will enhance their quality of life.

In fall of 2013, the Employee Health and Wellness Committee, with strong support from Senior Management, Human Resources, Public Affairs, and Community Health Improvement, launched Live Well. Work Well., the revamped Employee Health and Wellness Program.

One of the most exciting new features of the wellness program is the employee wellness site on the Mid Coast Health website. The new resource provides information on benefits available to employees and encourages a healthy work-life balance for every member of our organization.
Excellence in Quality & Patient Satisfaction

At Mid Coast Health Services we acknowledge that performance and quality are critical to assessing our effectiveness and ability to meet the needs of our patients. We strive for perfection in everything that we do, and in doing so rely on several indicators and measures to ensure that we are doing our very best. With our focus on achieving excellence in patient experiences (a key component of the Triple Aim), we’ve made several enhancements to patient services and are grateful for the recognition of the high quality, compassionate care that we deliver.

Exceeding Joint Commission Standards

After an unannounced on-site survey in early December, Mid Coast Hospital has once again earned The Joint Commission’s Gold Seal of Approval® for accreditation by demonstrating compliance with The Joint Commission’s national standards for health care quality and safety in hospitals. Mid Coast is the only Joint Commission Accredited hospital in Midcoast Maine and one of only five Joint Commission certified Primary Stroke Centers in the state.

In November, Mid Coast was named Top Performer on Key Quality Measures® by the Joint Commission, recognizing the hospital for exemplary performance in using evidence-based clinical processes. Additionally, the Joint Commission recently recognized CHANS Home Health Care as reaccredited for all services, which include nursing, rehabilitation, palliative, hospice, and private duty care services.

Magnet Redesignation Process

In 2009, Mid Coast Hospital became the first community hospital in Maine to earn Magnet designation, an honor bestowed upon only six percent of hospitals nationwide by the American Nurses Credentialing Center (ANCC), a subsidiary of the American Nurses Association. In 2013, Deb Macleod RN, MS, Vice President of Nursing and Patient Care Services, led the redesignation process, gathering evidence that supports our commitment to Magnet status.

In early December, a team of appraisers visited Mid Coast Hospital to review the standards and speak directly with staff, patients, and families. We expect to hear great news from the ANCC in February 2014.
Senior Heath Center Among U.S. “Best”
Mid Coast Senior Health Center’s Mere Point Long-Term Nursing Home and Bodwell Nursing and rehabilitation Center were recognized in the 2013 U.S. News and World Report’s “Best Nursing Homes” list for being among the highest rated in Maine. The 2013 Best Maine Nursing Homes list is comprised of those facilities with a rating of five (5) stars from the federal Centers for Medicare & Medicaid Services (CMS) for their overall performance in health inspections, nurse staffing, and quality of medical care.

Mid Coast Psychiatrist Nominated for Prestigious Schwartz Center Award
The Schwartz Center for Compassionate Healthcare, a national nonprofit organization dedicated to strengthening the relationship between patients and caregivers, announced that Mid Coast psychiatrist Lynn Ouellette, MD, was one of five nominated for its prestigious 2013 Schwartz Center Compassionate Caregiver Award®.

New Physicians & Allied Health Professionals
Mid Coast continues to attract expert physicians from across the U.S. This year we welcomed the following to our active medical staff:

- Miguel R. Arguedas, MD, MPH
  MID COAST MEDICAL GROUP–Gastroenterology
- Amy K. Etzweiler, MD
  MID COAST MEDICAL GROUP–Topsham Adult Health Care
- Craig A. Hawkins, MD, FACS
  MID COAST MEDICAL GROUP–Urology
- Stemple D. Johnson, MD
  MID COAST MEDICAL GROUP–General Surgery at Parkview
- Alexis L. Nolan, RN, CNM
  MID COAST MEDICAL GROUP–Women’s Health Care
- Calin Stoicov MD, PhD
  MID COAST MEDICAL GROUP–Gastroenterology
- Benjamin V. Tipton, MPA-C
  MID COAST MEDICAL GROUP–Bath Adult Health Care
- Diana Vradii, MD
  MID COAST MEDICAL GROUP–Rheumatology

Rheumatology Care Joins Medical Group
Offering a much-needed service to Mid Coast residents, Mid Coast Medical Group–Rheumatology opened in early September, offering high-quality care to patients diagnosed with arthritis and other musculoskeletal diseases. Diana Vradii, MD, heads the new practice, specializing in scleroderma, vasculitis, musculoskeletal ultrasound, and ultrasound-guided joint aspirations and injections.

Mid Coast Scores “A” in Safety
In two separate surveys conducted in 2013, Mid Coast Hospital received an “A” Hospital Safety Score® from The Leapfrog Group, an independent national nonprofit run by employers and other large purchasers of health benefits. The Hospital Safety Score is calculated under the guidance of The Leapfrog Group’s Blue Ribbon Expert Panel using publicly available data on patient injuries, medical and medication errors, and infections.
Supporting A Healthy & Vibrant Community

Our community continues to ask us for increased access to quality healthcare with the focus just as much on wellness and disease prevention as treating people when they are sick or injured. As indicated in our vision for the future, we understand that community health is critical to the success of our healthcare system. By providing opportunities to educate and increasing access to preventative care, we continue to lead our region through this transformation.

Maine Street, Brunswick
Oil on Belgian Linen
By Bowdoin Student/Artist
Lucy Walker

This project is the result of a joint partnership among Mid Coast Health Services, Brunswick Public Art, and Bowdoin College, and was made possible by funding from the Mid Coast Hospital Auxiliary.

Mural Depicts Brunswick’s Healthy and Vibrant Community Life

Through a collaboration between Mid Coast Hospital, Bowdoin College, and Brunswick Public Art, Midcoast community members have a new public art piece to enjoy at the Mid Coast Primary Care and Walk-In Clinic, Downtown at Brunswick Station. “Maine Street, Brunswick,” a 14-foot oil-on-linen mural, depicts scenes of community life on the Brunswick Mall. Completed in November, the project is part of our commitment to creating an environment of healing.

Bowdoin College Student/Artist Lucy Walker arrives at the dedication of her mural at the Primary Care & Walk-In Clinic, Downtown at Brunswick Station. (Photo by Gerry Maraghy)

Tobacco-Free Environments

For the seventh consecutive year, the Maine Tobacco-Free Hospital Network recognized Mid Coast Hospital through the Gold Star Standards of Excellence program. This program encourages and awards Maine hospitals for meeting best practice standards around creating a tobacco-free environment and supporting tobacco free lifestyles.

Meeting these standards is hard work and we are pleased to have received the Silver Star award this year. We anticipate meeting Gold level standards in 2014 by becoming a 100% tobacco-free campus.

Additionally, Access Health provided policy and technical assistance to the City of Bath to establish a “Tobacco-Free Parks and Recreation Facilities Ordinance” that bans tobacco use within twenty-five feet of all parks and outdoor recreation facilities owned or maintained by the city.
Annual Report 2013

Supporting A Healthy & Vibrant Community

The New Healthy Café at Mid Coast
As part of Mid Coast’s ongoing effort to provide the absolute best care for our community and our employees, the Café and nutrition services department have made significant changes over the past year.

With a focus on creating a healthier environment and increased availability of nutritious options, the Café now offers a wider variety of fruits and vegetables, a daily featured wellness meal, labels on all food items with nutrition information, and more vegetarian, vegan, and gluten-free options.

Educational Speakers at the Senior Health Center
In addition to providing a full continuum of healthcare services and residences for seniors, the Mid Coast Senior Health Center has become recognized as a resource for members of the community to learn and find support. The Senior Health Center sponsors Ounce of Prevention, a series of speakers that focus on health information for the 55+ community.

The 2013 series featured nine presentations with an average of twenty people in attendance, covering such topics as eye care, cardiology testing, and hospice and palliative care. In addition, the monthly Caregiver Support Group added speakers to help inform caregivers and loved ones about various nuances and challenges to caregiving and the many facets of dementia.

Skin Cancer Screening Results
In spring 2013, Mid Coast Hospital collaborated with local healthcare providers, the American Academy of Dermatology, and the American Cancer Society to provide a free Skin Cancer Screening to the public. Of the 169 individuals screened, 69 had positive findings, identifying potentially life-threatening cancers in 41 percent of participants.

Flu Vaccination Efforts
CHANS Home Health Care once again offered a vigorous schedule of community vaccination clinics throughout the Midcoast region this past fall. In partnership with local community organizations and primary care offices, more than 80 clinics resulted in 5,126 vaccinations for community members.

Partnering for Community Health
The Community Health Information Partnership (CHIP) of Curtis Memorial Library, Mid Coast Hospital, and Parkview Adventist Medical Center provides current, quality health and wellness information in a variety of formats to residents of the Midcoast region. Through mid-November, the total circulation for the collection this year was 63,846 and 18,630 items were renewed for longer use.

A CHIP display area at the library showcases high-interest topics and new CHIP items. In addition, CHIP organized free community health programs on Diabetes and Speech & Hearing that provided an overview of resources.

Enjoying the Life of Thornton Oaks
Thornton Oaks Retirement Community is home to nearly 200 homeowners who live in cooperative housing. This past year, residents enjoyed myriad art exhibits, music and choral concerts, education classes, and a variety of speakers, from authors to historians, who find an appreciative audience among our community members.

Residents of Thornton Oaks are engaged in the greater Brunswick community, whether volunteering at local non-profits, learning at the Midcoast Senior College, or as contributors to the fabric of our community. Residents are also enjoying the newly updated and expanded kitchen and striking makeover of the 120-person capacity dining room.

Photo by Gerry Maraghy

Courtesy of Thornton Oaks Retirement Community
Mental Health Awareness

In observance of Mental Health Awareness, Mid Coast Hospital sponsored two well-attended community events in early October.

More than 200 Midcoast community members, business leaders, healthcare providers, and policy makers attended “Communities in Action,” a conference on children’s mental health and development held in partnership with Bowdoin College and United Way of Mid Coast Maine. Acclaimed neuroscientist Dr. Pat Levitt of the University of Southern California delivered the keynote address, “Toxic Stress and its Impact on Early Learning and Health.”

At a special community event focused on reducing the stigma of mental illness, Mid Coast hosted Pulitzer Prize nominee and New York Times bestselling writer Marya Hornbacher. “Changing Minds: Ending the Stigma of Mental Illness” featured a presentation and book signing in an intimate setting where people were free to ask questions and freely discuss mental health awareness.

Healthy Worksites

Worksite wellness programs have been shown to reduce absenteeism, improve productivity, and can lower health insurance costs for employers. For every dollar spent on worksite wellness programs, employers can save up to $6. With the help of Mid Coast Hospital’s Community Health Improvement program local businesses are hoping that by making investments in wellness programs that their efforts will ultimately pay off.

Access Health is a key partner of the Bath and Brunswick Healthy Maine Streets programs. A collaborative project of the Maine Development Foundation’s Maine Downtown Center, and Medical Care Development Public Health, the project works with local businesses to create wellness programs to support the physical activity, healthy eating, and tobacco behaviors of their employees.

In addition, our Community Health team also manages Bath Iron Works’ Bath Built Fit for Life program, a comprehensive worksite wellness program offered at no cost to all BIW employees and their dependents. Through Fit for Life, BIW employees are screened onsite for a variety of health risks. Health coaches are available to review results, educate about what they can do, and create short and long-term goals for sustained health improvement.

Women’s Wellness Day

More than 75 women turned out for Mid Coast Hospital’s 24th Annual Women’s Wellness Day held in May. Attendees of this year’s event had the privilege of listening to keynote speaker Sarah Smiley who offered insight on the true meaning of community as she reflected on her own personal story as a military wife and mother.

The women also participated in health screenings and workshops designed to introduce new wellness concepts and encourage personal health. One-on-one consultations and screenings were provided in partnership with “Health on the Move,” an initiative of the Cumberland Public Health District.

Golf Tournament Proceeds Enhance Community Health Education

Mid Coast Health Services held its 20th Annual Mid Coast Hospital Classic – Golf FORE Health Tournament in September. The net proceeds of $21,000 will be used to enhance and expand a vast array of health and wellness programs and services offered by Healthline, our community health education center. Healthline focuses on health promotion and disease prevention, a keystone of our vision for the future of healthcare in our community.
The Year in **Numbers**

Numbers are based on fiscal year 2013 (October 1, 2012 – September 30, 2013)

**3,300**
Number of *feet of prepared walking paths* through the forested wetlands behind Mid Coast Hospital

**9,523**
Number of *patients* seen in the Mid Coast Walk-In Clinic

**24,114**
Number of *patients* seen in the Mid Coast Hospital Emergency Department

**180**
Number of *providers* on Mid Coast Hospital’s active medical staff

**570**
Number of *babies delivered* in Mid Coast Maternity Care

**92**
Percent of *babies born* in Mid Coast Maternity Care that are exclusively breastfed

**4,957**
Number of *free flu shots* given to community members at CHANS Community Flu Clinics

**72**
Number of CHANS *Hospice Volunteers* that provided **3,646 hours of service** to patients at end-of-life and their families

**2,400**
Number of *teddy bears given to young patients* of Mid Coast Hospital by the Auxiliary’s Teddy Bear Club

**121**
Number of *anonymous tips* sent since the start of Communities Against Substance Abuse’s eTip service, alerting local area law enforcement of underage drinking and drug use

**500**
Number of *Mid Coast Hospital Volunteers* that provided **42,000 hours of service**

**973**
Pounds of medication collected over a 6-month period via the community Green Box program, a collaborative effort of Mid Coast Hospital, Access Health, Davenport Foundation, and local law enforcement
Thank you!

For more information on ways of giving to Mid Coast Hospital, please call the Development Office at (207) 373-6064, or visit www.midcoasthealth.com/gifts.

* Please Note: The names listed here represent donations received from December 14, 2012, through December 13, 2013. Gifts received after December 13, 2013, will be acknowledged in the 2014 Annual Report.

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