

# **Waldo County Healthcare Community Benefits Report – FY11**

## **I. Why create a Community Benefits report?**

Waldo County Healthcare's operations as a tax-exempt organization include many initiatives focused on improving the health of our community, including family wellness fairs, immunization clinics, healthy lifestyle classes, support groups, scholarships, a mammography fund, an oncology patient assistance fund and other charitable contributions to community programs. With these programs, Waldo County Healthcare hopes to fill existing gaps in local healthcare services, while improving the healthcare of the communities it serves. This report will summarize Waldo County Healthcare's community benefits efforts over the last year. The final section will provide a financial summary of free care, bad debt, government-sponsored healthcare shortfall and all subsidized community programs.

## **II. Organizational Description and Information**

Waldo County Healthcare's goal is to ensure quality, accessible and affordable health care services and to improve the health and well being of the communities it serves. Waldo County General Hospital (WCGH) and its five health centers - Arthur Jewell Community Health Center, Donald S. Walker Health Center, Lincolnville Regional Health Center, Searsport Health Center and Stockton Springs Regional Health Center - primarily serve Waldo County residents. The organization's internal mission is: To be the BEST – Better, Empathy, Service and Teamwork – principles that guide staff members in their interactions with patients, patient families and co-workers. A broad spectrum of services are provided including hospital, physicians, full range of diagnostic testing, surgical services, birthing center, inpatient hospice unit, sleep disorders laboratory and medical oncology clinic. Other member organizations, Waldo County Home Healthcare Services, Belfast Public Health Nursing Association, and Coastal Medical Care provide home health and hospice services, public health nursing, and preventative and occupational health services, respectively.

## **III. Community Needs Assessment**

The Waldo County Healthcare Board of Directors is made up of a diverse set of community members. Through its planning processes, the Board evaluates the needs of the community and determines how Waldo County Healthcare can best meet those needs. The Board participates in various continuous planning initiatives covering areas such as clinical services, quality improvement, finances, facilities, personnel, and physician recruitment.

Waldo County Healthcare also recognizes and acts on many of the recommendations provided by external groups such as the Maine Center for Disease Control and Prevention and the Association of Professionals in Infection Control.

In addition, MaineHealth and its partners in the OneMaine Health Collaborative, Eastern Maine Health System and MaineGeneral Health, released the OneMaine Health Community Health Needs Assessment Report in March 2011. The report is a comprehensive compilation and analysis containing primary and secondary health data sources. The report contains a Health

Status Profile for the state as a whole and for each of Maine's sixteen counties. The primary data source was a randomized telephone survey; the sampling methodology was designed to permit comparisons at the county level. Secondary data sources include numerous state and federal sources. This report provides baseline data on hundreds of health indicators that are relevant to hospitals and communities to inform planning and evaluation activities. Plans call for the Community Health Needs Assessment to be replicated every five years. MaineHealth will hold community forums in partnership with each member and affiliate hospital in order to increase understanding and use of the Community Health Needs Assessment and to inform identification and action on local, community-based health priorities.

#### **IV. Subsidized Waldo County Healthcare Community Programs and Other Support**

##### **COMMUNITY HEALTH IMPROVEMENT SERVICES & COMMUNITY BENEFIT OPERATIONS**

**CarePartners** – This free program arranges the provision of healthcare services donated by Waldo County Healthcare for low income, uninsured Waldo County residents. CarePartners also provides administrative support to help serve the target population, including comprehensive eligibility assessment and care management.

**Case Management** - Waldo County General Hospital's Community Case Management Program is a free service that we established to support patients with a diagnosis of COPD and/or CHF. The program is designed to help patients follow their doctor's treatment plan to reduce complications and symptoms; to answer medical questions; to remove barriers to service; and to develop a plan to reach their goals, including in some cases, reducing emergency department visits and inpatient hospitalizations. We expanded the program this year to include patients referred by their physicians for care management of other chronic diseases, as well as for patient education regarding medications, newly diagnosed conditions, and other needs. WCGH's RN Care Manager is based out of our primary care physician offices and works in collaboration with a RN Care Manager/Transitions Coach employed by the MMC PHO, who is also based out of Belfast.

**Classes** – Including fitness ball workout, strong women weight training, living well, “look good...feel better”, CPR, babysitting, childbirth, stretch around exercise and weight watchers. Also, a new class called “The Beat Goes On!” was started to provide education on heart failure for patients and their families.

**Clinics** – Including services such as blood pressure reading, weight check, immunizations and speech evaluation for children. Over 722 immunizations for seasonal flu and H1N1 flu were provided to adults and school children during the past year.

**Family Wellness Fair** – A one-day event of interactive health displays and exercises, literature and samples, free cholesterol, spinal, pulse, oxygen saturation, blood pressure and hearing screenings attended by 245 people.

**Health Talks** – Several free community health talks were offered, including “The sun, your skin, cancer and Vitamin D”, “Women and Heart Health”, “So Your Family and Friends are Getting Older”, “Pre Diabetes”, and a discussion of Lyme disease.

**“Journey to Health”** – 750 community members are currently enrolled in our free program that provides tips, exercise opportunities and cooking classes to help people reduce their stress, eat healthier and exercise more.

**MedAccess** – This free program provides access to free medications to uninsured and underinsured community members through Patient Assistance Programs (PAPs). In addition to this service, MedAccess offers application assistance for other prescription access programs (Medicare Part D, etc), local low-cost generic programs, and other state and federal programs either in-person or through a toll-free number.

**Oncology Patient Assistance Fund and Mammography Fund** provided \$4,283 to help cancer patients, as well as \$1,359 for free mammograms.

**Staying Healthy** – Our monthly community access television show provides lots of helpful tips for living healthier lives, including regular cooking segments featuring healthy recipes.

**Support groups** – Including meeting space and some facilitators for groups such as Alcoholics Anonymous, bereavement, breastfeeding, cardiac, family caregivers, hospice caregivers and cancer education.

**5-2-1-0 Let’s Go! Waldo County** – A community-based initiative of interactive talks, projects and literature to promote healthy lifestyle choices for youth and families and thus address the obesity epidemic. Our goal is to increase physical activity and healthy eating especially for youths, from birth to age 18. The program started in the schools and daycares but is expanding to doctors’ offices, workplaces and adults in the community. To help its employees and visitors eat healthier, the hospital removed soda and unhealthy snacks from all vending machines; offered fresh fruit and a salad bar at all meals; and started putting more low-fat and vegetarian options on its cafeteria menu.

## **HEALTH PROFESSIONS EDUCATION**

**College scholarships** – Awarded scholarships to 13 high school students pursuing a degree in a healthcare profession.

**Nursing Program at University of Maine Hutchinson Center** – Sponsorship of a nursing faculty position for the B.S.N. program at the college in Belfast.

**Health Profession Students** – Students from Waldo County Technical College hold classes at the hospital, use the hospital inpatient and outpatient areas for observation and job shadow in home health services.

## **SUBSIDIZED HEALTH SERVICES**

**Community Mental Health Services** – Waldo County Healthcare, in partnership with Lincoln County Healthcare, Pen Bay Healthcare, and Maine Mental Health Partners, has agreed to a three-year subsidy plan with the goal to sustain and expand community mental health services in our region. Waldo County Healthcare began to provide a subsidy for the Mid-Coast Mental Health Center as it transitioned from ownership by Pen Bay Healthcare to Maine Mental Health Partners. This new collaboration has resulted in expanded mental health services in Waldo County including integrated primary care and mental health care in most of our primary care practices; and access to a brief psychiatric consultation service for primary care patients in Waldo County provided at the Mid-Coast Mental Health Center’s Belfast office.

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

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

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

**Physician Services** - In order to ensure access to primary care and certain specialty physician services, Waldo County Healthcare owns and operates physician practices and health clinics providing family medicine, cardiology, general surgery, internal medicine, neurology, obstetrics, gynecology, occupational health, orthopedics, nephrology, pulmonology, and podiatry. Due to the demographics of the population in Waldo County, most of these services would not be available if they were not provided by a system such as ours. Currently, approximately 70% of the general and specialty practices available to residents of Waldo County are owned and operated by Waldo County General Hospital. Many local private practice physicians have been forced to close their practice to, or significantly limit access for, new Medicaid (MaineCare)

patients. Our practices continue to accept patients regardless of their insurance coverage or lack thereof.

### **CASH & IN-KIND CONTRIBUTIONS TO COMMUNITY GROUPS**

- Belfast Area Chamber of Commerce
- Belfast Area Little League
- Belfast Harbor Fest
- Belfast Rotary 100 Fund
- Boy Scouts Katahdin Council & Pine Tree Council
- Coastal Mountains Land Trust
- Fresh Fruit & Vegetable Program at East Belfast School
- Habitat for Humanity of Waldo County
- Hospice Volunteers of Waldo County
- LifeFlight Foundation of Maine
- Mitten Tree for elementary schools
- Project Graduation at Belfast Area High School
- Stock the Shelves Food Challenge
- Toys for Tots
- Waldo County 4-H
- Waldo County Oncology Walk
- YMCA Healthy Kids Day

### **OTHER**

- “Making Change” – The hospital provides meeting space and healthy snacks for this peer group which meets to help teens make positive lifestyle choices.
- Diabetes and pump therapy training – hands-on instruction by hospital RNs for area school nurses on new insulin pumps.
- At the Waldo County YMCA triathlon, the hospital sponsored the first aid tent staffed with two medical practitioners and two physical therapists.
- Hospital tours for second graders in all three school districts in Waldo County to promote familiarity with the hospital and reduce potential anxiety on having to use hospital services.
- Collaborate with Healthy Waldo County, which holds educational sessions on topics aimed to make a difference in the health and vitality of our community such as lead poisoning prevention and which teaches ‘Fresh Start’ smoking cessation classes.
- Belfast Public Health Nursing Association addresses public health concerns – Including visits to new mothers and babies in Waldo County, provides immunizations for city workers, teachers and community, helps school nurses and handles public safety issues such as bug infestations.
- InPulse newsletter – Mailed to community members six times per year to inform them of new services, staff and activities at Waldo County Healthcare. Annual report distributed yearly.
- Baby Fair – Organize a fair twice a year with educational booths on parenting and also provide a place for community members to buy and sell used children’s clothes and toys.

- Sponsor an American Red Cross blood drive
- Remembrance service for loved ones lost during the previous year, facilitated by home health and hospice staff.

<p><b>Waldo County Healthcare “Net Community Benefit Investment” = \$3,841,649</b></p>
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**\* In addition to the aforementioned programs, Waldo County Healthcare provides its proportional share of support for the annual budget of the following programs, through both “member dues” and “fund balance transfers”. While all member organizations may not participate directly in the following initiatives, all members provide some level of financial support to help sustain and grow these MaineHealth programs.**

**Clinical Integration**

**AMI/PERFUSE Program** – The AMI/PERFUSE program helps caregivers provide the highest quality care and achieve the best possible outcomes for patients who experience an acute myocardial infarction – regardless of the patient’s point of entry into the MaineHealth system. A network of providers ensures that heart attack patients receive timely, evidence-based treatment.

**Asthma and Chronic Obstructive Pulmonary Disease** – AH! Asthma and COPD programs work to adopt quality measures that reflect evidence-based guidelines. The programs provide training and education about lung health treatment, medications and devices. The development of patient and provider education material is a key component of program efforts. Asthma educators throughout the system provide one on one support to patients and families.

**Diabetes** – The TARGET Diabetes Program helps improve care and outcomes for people with Type 1 and Type 2 diabetes and increases awareness of diabetes. The program encourages the adoption of quality measures that reflect evidence-based guidelines. Patient and provider education and training are key components of program efforts.

**Emergency Medicine** – The Emergency Medicine Program improves the quality of care received by patients in the emergency departments of MaineHealth member and affiliate hospitals. The program works to streamline processes and to effectively meet the acute medical needs of patients in the ED. Program staff provide training to emergency medical personnel and work with ambulance services to inform the care provided before patients arrive at the hospital.

**Heart Failure** – The Heart Failure Program improves health outcomes for patients with heart failure by promoting best practices in care at MaineHealth hospitals and across all care settings. The program supports a comprehensive, integrated approach for patients and their families as they move from one care environment to another.

**Hospital Medicine** - The Hospital Medicine Program builds relationships with hospitalists across the system and gathers monthly to share ideas, discuss challenges, and identify opportunities and solutions. Members collaborate on specific initiatives by gathering interdisciplinary groups.

**Infection Prevention** – The Infection Prevention Program works to reduce infection rates, improve outcomes for patients and decrease preventable hospitalizations across the MaineHealth system. The program aims to reduce hospital-acquired infections through improved hand hygiene compliance.

**Mental Health Integration** – The Mental Health Integration Program works to improve patient care by bringing mental health clinicians into medical settings, and by improving the collaboration between medical and mental health providers. The goal of the program is to help people get effective and efficient care for mental and behavioral health problems.

**Oncology** - The Oncology Program promotes high quality oncologic care across the system, ensuring easy access and effective transitions among specialists and locations. The program provides screening and treatment guidelines to clinicians, provides patient education materials to patients, improves awareness of clinical trials, improves access to genetic services and improves the overall delivery of cancer care.

**Palliative Care** - The Palliative Care Program promotes palliative care across the system. The initiative includes clinician education about palliative care including identification of patients who may benefit from palliative care, provision of palliative services for complex medical conditions, addressing ethical issues and engaging patients in discussing goals of care. The program promotes the use of Physician Orders for Life Sustaining Treatment (POLST) within each MH institution as well as community based advance directive/care planning.

**Pharmacy and Therapeutics** - The Pharmacy and Therapeutics Program works to improve outcomes of patients in the MaineHealth system by reducing variations in care and promoting best practices. The program seeks to coordinate purchasing and performance initiatives in MaineHealth hospitals.

**Pre-Hospital Care/Emergency Medical Services** - The program works with hospital emergency medical service medical directors to support obligations in education, quality management and case follow-up. The program also works to standardize the quality improvement process of difficult calls and procedures and to provide educational opportunities and credits for emergency medical technicians to maintain licensure.

**Preventive Health** - The Preventive Health Program works to deliver consistent, high-quality, preventive healthcare across the MaineHealth region for adults and children by providing best-practice, evidence-based tools and support to primary care practice teams. The purpose is to provide a preventive health focus for patients and providers that helps to reduce the prevalence and severity of chronic disease.

**Stroke** - The goal of the Stroke Program is to improve care for stroke patients who arrive at MaineHealth member and affiliate hospitals within three hours of symptom onset. The program aims to standardize stroke care across the continuum of providers within the MaineHealth system by using evidence-based guidelines to improve outcomes for stroke patients.

**Surgical Quality Collaborative** – The goal of the MaineHealth Surgical Quality Collaborative is to create a collaborative encompassing surgical and quality staff from system hospitals to foster learning, measure improvement, and use empirical data to improve the quality, safety and value of surgical care.

**Telehealth** - The Telehealth Program works to improve the health status of our communities by integrating, advancing and optimizing the use of telehealth technologies. Current telehealth technologies include connections between hospitals, such as bringing specialists to rural areas, connecting providers to patients' homes and remote monitoring of patients in critical care units in most MaineHealth hospitals.

**Transitions of Care** - The Transitions of Care Program works to ensure that patients receive excellent care throughout the transition from hospital to home and to community-based providers. The program works to improve patient outcomes and reduce unnecessary readmissions by supporting best practices for

provider follow-up visits, coordinating medications, patient and family education, and enhancing the communications critical for excellent care once the patient leaves the hospital.

### **Health Status Programs**

**Healthy Weight Initiative** – This initiative targets both children and adults in the community. The key parts of the initiative include clinical, community, and environmental/policy interventions. MaineHealth’s financial support for this initiative recognizes the importance of preventing obesity as a major driver of health care costs, a major risk factor for chronic diseases, and a well-documented community epidemic.

**OneMaine Health Community Health Needs Assessment** – As described earlier in Section III of this report, MaineHealth was one of three health system partners involved in the conduct of a statewide Community Health Needs Assessment. All of the results and data involved in this analysis are publically available as a resource for any interested parties. MaineHealth was responsible for 42.5% of the total cost of this project.

**Child Health Program** - The Child Health program is focused on increasing rates of child immunizations within the MaineHealth system and statewide through clinical, community and policy interventions. The program's vision is to create an effective, outcomes-based strategy that engages health professionals and provider organizations, community partners, family members, and local and state government, resulting in Maine being ranked number one in New England for child immunizations by 2016. Amid evidence of increased vaccine refusal and delay in our communities, MaineHealth's financial support for this program underscores the importance of vaccinations as the most cost-effective health prevention activity for children.

### **Community Education Programs**

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

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

### **Access to Care Programs**

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

**MedAccess** – The program provided access to approximately \$5.3 million of free medications in FY11. CarePartners provides this community resource to uninsured and underinsured community members through the Patient Assistance Programs (PAPs). In addition to this service, MedAccess offers

application assistance for other prescription access programs (Medicare Part D, etc), local low-cost generic programs, and other state and federal programs either in-person or through a toll-free number.

### **Partnership for Healthy Aging**

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

### **VitalNetwork**

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

## **V. Billing and Collection Practices**

Waldo County Healthcare charges all patients the same price for the same services, regardless of source of payment. Individuals are not required to pay, or make arrangements to pay, prior to the provision of services. However, self-pay patients are encouraged to contact the Patient Accounting office to discuss payment arrangements. The timing of the billing cycle can vary depending on the type of services provided. Once a patient account is determined to be self-pay, an itemized statement is mailed to the patient within seven days. After that initial billing, the patient has a minimum of ninety-seven days to make payment or contact customer service to make payment arrangements. During that time, the patient will receive a minimum of three reminder notices, sent approximately thirty days apart. Then if necessary, a responsible and professional collection agency is utilized to continue collection efforts. A patient account becomes classified as “bad debt” if the account is not paid in full within 120 days. Legal collection action is pursued only with prior approval from the Patient Financial Services Manager.

## **VI. Charity Care Policy**

Waldo County Healthcare’s Free Care and Financial Assistance policy and procedures are created to be easily understood and are prominently posted at all registration sites and the main lobby. The Free Care policy is explained in the *Guide to Hospital Billing* brochure, which is enclosed with all itemized billing statements mailed to self-pay patients. Waldo County Healthcare uses simple application procedures for charity care or financial assistance that do not intimidate or confuse applicants, and provides 100% free care to patients whose family income is at or below 175% of the Federal Poverty Level and sliding-scale discounts up to 225%. Free Care eligibility is determined after the patient receives the itemized statement for services provided. Once a potential free care candidate is identified, financial counselors contact the

patient to assist with the application process. All registrars and billing personnel are trained on the Free Care policies.

## **VII. Good Governance and Executive Compensation Policies**

### **Good Governance**

Waldo County Healthcare has a Board of Directors composed of 15 community members. The majority are not practicing physicians, department heads or other Waldo County Healthcare employees with a financial connection or affiliation with the Organization. The Board meets nine times a year on average and has a written conflict of interest policy in place. The Board understands the specific mission of the organization, and approves strategic planning initiatives aimed at carrying out this mission. Directors understand their fiscal and other specific responsibilities while serving on the Board, and further education/information is provided to Board members if requested. Directors and Executive Officers do not receive loans on behalf of the Organization. The Organization ensures that a substantial part of its activities do not involve attempts to influence legislation and that it will not provide direct support for or against a political candidate. Moreover, the CEO and CFO both sign off on the yearly audited financial statements and the Board of Directors also has final approval. The Board maintains a corporate compliance program that includes a Code of Conduct for all staff education and training, monitoring for compliance, and a Helpline for staff to call, all intended to produce continual compliance with organizational policies and the law.

### **Executive Compensation**

Waldo County Healthcare has a formal written compensation policy in place. In consultation with Sullivan Cotter and Associates, the MaineHealth Board Compensation Committee establishes appropriate compensation parameters for each member organization's CEO and certain members of their senior management team. Working within those parameters, the organization's Board determines the level of compensation for the CEO. The findings of the Compensation Committee are made transparent to, and voted on by, the full governing Board. This "total executive compensation" is filed publicly by the organization, and includes "total cash compensation" and "total value of all benefits and perquisites associated with the position". The Board takes the necessary action to prevent the CEO from voting or directly participating in the final committee determination of his/her own compensation. The organization's executive compensation procedure relies upon appropriate data for comparability (e.g. compensation levels paid by both taxable and tax-exempt, similarly situated organizations, and independent compensation surveys by nationally recognized independent firms). Finally, the organization refrains from allowing executive compensation to ever be based solely on Waldo County Healthcare's revenues or other similar profit-sharing strategies.

## VIII. Aggregate Financial Data

### Waldo County Healthcare Community Benefit Summary

<b>1. Free care (at cost)</b>	<b>\$ 2,028,070</b>
<b>2. Bad debt (at cost)</b>	<b>\$ 2,468,022</b>
<b>3. Government-sponsored health care shortfall</b> (Unpaid cost of Medicare and MaineCare)	<b>\$ 2,069,779</b>
<b>4. Net Community Benefit Investment Programs</b>	<b>\$ 3,841,649</b>
- Subsidized Health Services	
- Community Health Improvement Services	
- Community Benefit Operations	
- Cash & In-Kind Contributions to Community Groups	
- Health Professions Education	

<b><i>Total Value of Quantifiable Benefits Provided to the Community</i></b>	<b>\$10,407,520</b>
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