

2015 Annual Report



MID COAST-PARKVIEW HEALTH

www.midcoasthealth.com



MID COAST-PARKVIEW HEALTH

The Mid Coast–Parkview Health **2015 Annual Report** is dedicated to **Philip Ortolani**,
an essential part of leading the organization during his 25 years of dedicated service.

Cover graphic illustration by Gerry Maraghy with photos by
Jeff Morris of *The Pierce Studio*, Gerry Maraghy, and Steve Trockman.



Dear Friends:

A strong healthcare system supports a vibrant and healthy community. When Parkview Adventist Medical Center joined with Mid Coast Health to realign healthcare services in this region, we became stronger with a unified vision to improve the health of our community. Now poised to lead this region to a new standard of healthcare, Mid Coast–Parkview Health has a long-term plan that will support the health of all.

In order to meet the changing needs for 21st century healthcare, we have created innovative solutions to the complex issues that face our healthcare system and the overall health and wellness of this community. Over the course of this past year, we have made significant investments, moved facilities, and expanded services to meet the needs of our patients and community. And, we continue on our quest to achieve healthcare’s triple aim, striving to **deliver better quality care, improve the health status of the community, and reduce the costs of healthcare.**

We are continuously rewarded for the hard work and dedication of our physicians and staff to deliver the highest-quality, integrated care throughout the Mid Coast–Parkview Health system. The accolades, awards, certifications, and recognition received over this year confirm our ability to deliver on our promise. We are so proud to be recognized as one of only two hospitals in the state to be named “Best Regional Hospital” by U.S. News and World Report. These achievements help us to set goals and standards that help us to constantly improve everything that we do to better care for our patients and the community we serve.

One of our strongest assets is the astounding support that we receive from local community members, organizations, and businesses that share in our dedication to the health of this community. Reaching out to others has created an integrated system of health in our community and we are honored to lead the way

It has been a great year. On behalf of the entire team, thank you for your support and the confidence you place in us.

Lois N. Skillings, RN
President & CEO



Senior Management

Lois N. Skillings, RN
President and Chief Executive Officer

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Vice President, Elder & Home Care Services

Coleen Farrell, SPHR
Vice President, Human Resources

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and Chief Financial Officer*

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and Chief Medical Officer*

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Vice President, Community Health & Integration

Kristin Sims, RNC, MSN, NEA-BC
Vice President, Nursing & Patient Care

Board of Directors

MID COAST-PARKVIEW HEALTH

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Ervin Snyder
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2015 The Year in Numbers*

12,810

Number of **patients seen in the Mid Coast Walk-in Clinic** Downtown at Brunswick Station

568

Number of **babies delivered** in Mid Coast Maternity Care,
96% of which are exclusively breast fed at discharge

\$15.1 Million

Amount of **healthcare services provided** at Mid Coast Hospital to those unable to pay

97.6%

Occupancy of Mid Coast Senior Health Center's assisted living and long term care residences

405,599

Number of **laboratory/pathology tests** performed by the Mid Coast Hospital laboratory,
now serving the community with **5** locations

5,632

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

47,880

Number of **hours of private duty care** delivered by CHANS Home Health Care,
allowing individuals to remain safe and well-cared for in their home

190

Number of **employees, previously employed at Parkview** that are now employed by
Mid Coast-Parkview Health, totaling **2,000** employees across the system

20,000

Number of **square feet of space** in the new MID COAST MEDICAL GROUP-Bath facility
located in the heart of Downtown Bath

17

Number of **storyboards** in the Mid Coast Hospital *StoryWalk*®,
featuring Dahlov Ipcar's *Wild Animal Alphabet*

* Numbers provided are based on fiscal year 2014 (October 1, 2014 – September 30, 2015)



Leadership in Healthcare

One System to Care for All

Recognizing the need for a unified approach to best care for the health of the community, Parkview Adventist Medical Center joined with Mid Coast Health in August 2015.

With this integration, Mid Coast–Parkview Health became one comprehensive healthcare system which includes Mid Coast Hospital, a full-service 93-bed hospital with 23 primary and specialty care physician practices (known as Mid Coast Medical Group), as well as Mid Coast Senior Health Center and CHANS Home Health Care.

As a strong, unified system, Mid Coast–Parkview Health realigns healthcare services in the region with a focus on improving patient care, improving overall health, and lowering healthcare costs.

With a strong financial position, world-class providers, cutting edge technology, state-of-the-art facilities, and an integrated approach, the Mid Coast–Parkview Health system promises to deliver the highest quality healthcare to all, now and well into the future.

Stronger Together!

Foundations of Health

In June, MID COAST MEDICAL GROUP–*Bath* relocated to a brand new, state-of-the-art, medical building, located in the heart of downtown Bath. The new 20,000 square foot space was built to accommodate delivery of the Patient-Centered Medical Home model of care. The Bath practice joins MID COAST MEDICAL GROUP–*Topsham Internal Medicine* and *Primary Care Downtown at Brunswick Station* with Level 3 recognition by the National Committee for Quality Assurance. The Patient-Centered Medical Home model emphasizes care coordination and communication to transform primary care. By making decisions together, asking questions, and reviewing costs of the different treatment options, patients and providers can work to improve quality of care, achieve better health outcomes, and lower costs of healthcare.

Innovative Solutions for Behavioral Health

Mid Coast Hospital recently completed an Emergency Department (ED) expansion to add a **three-bed Behavioral Health Observation Unit**. Unveiled in late May, the new unit increases capacity for the rise in behavioral health patients visiting the ED who are experiencing long wait times for transfer to an acute care facility. With the new unit in place, these patients now begin treatment and start the process of recovery in a therapeutic and safe environment. Since its inception, the Mid Coast Hospital ED has seen an increase to 77% of behavioral health patients discharged to an outpatient behavioral treatment plan.

Elder Care Expertise within Reach

In 2014, **Florin Olteanu, MD, CMD**, joined Mid Coast–Parkview Health, providing medical direction for Mid Coast Senior Health Center and CHANS Home Health Care. As a geriatrician, he provides expertise in the health and wellness of older adults. In 2015, Dr. Olteanu spearheaded the region's first Geriatric Assessment Clinic which is now open at the Mid Coast Senior Health Center. The clinic provides a one-time, three-hour consultation with a team of healthcare providers that recommends resources and support to assist the individual and family with preparing and planning for the future. Additionally, Dr. Olteanu works with area providers to support best practices in elder care and geriatric healthcare in our community.

Expansion of Specialty Care, Medical Staff

Mid Coast Medical Group expanded to 23 medical practices in 2015 with the addition of three new physician groups:

- **MID COAST Eye Associates:** Provides a full range of ophthalmology services, including routine eye exams, state-of-the-art diagnostic testing, medical and surgical management of eye diseases, and optical services.
- **MID COAST MEDICAL GROUP–Ear, Nose & Throat:** Established by merging two well-known practicing physicians, the practice offers comprehensive treatment and surgery for persistent ear, nose, and throat conditions in adult and pediatric patients.
- **MID COAST MEDICAL GROUP–Hematology & Oncology:** Formed as part of the Mid Coast–Parkview Health integration, the practice is located on the Parkview Medical Center campus, offering state-of-the-art diagnosis and treatment of blood diseases, as well as infusion services.

Welcome!

Twenty physicians and advanced practice professionals have joined the active medical staff of Mid Coast Hospital in 2015:

- **Samuel Broaddus**, MD, MID COAST MEDICAL GROUP–Urology
- **Annemarie Curnin**, CNM, MID COAST MEDICAL GROUP–Women’s Health Care
- **Precious Dean**, PA-C, MID COAST MEDICAL GROUP–General Surgery
- **David Dumont**, MD, Mid Coast Hospital
- **Melanie Dumont**, PA-C, MID COAST HOSPITAL Emergency Department
- **Patrick Ely**, PA-C, MID COAST HOSPITAL Emergency Department
- **James Ewert**, MD, MID COAST HOSPITAL Anesthesiology
- **Andrew Farrell**, PA-C, MID COAST HOSPITAL Emergency Department
- **Deirdre Heersink**, DO, MID COAST MEDICAL GROUP–Topsham
- **Peter Hutchinson**, MD, MID COAST MEDICAL GROUP–Orthopedics
- **Linda Kelly**, FNP, MID COAST MEDICAL GROUP–Ear, Nose & Throat
- **Cathleen Koslosky**, FNP, MID COAST HOSPITAL Emergency Department
- **Laura Pelkey**, CRNA, MID COAST HOSPITAL Anesthesiology
- **Michael Posch**, MD, Martin’s Point Health Care
- **Samantha Richards**, DO, Martin’s Point Health Care
- **Katherine Rioux**, CRNA, MID COAST HOSPITAL Anesthesiology
- **Jessica Rubashkin**, PNP, MID COAST MEDICAL GROUP–Pediatrics
- **Mikee Spaulding**, FNP, MID COAST MEDICAL GROUP–Hematology & Oncology
- **Melissa Walters**, PA-C, MID COAST MEDICAL GROUP–Cardiology
- **Susannah Young**, FNP, MID COAST HOSPITAL Emergency Department

Erica Hidu and Michael Tozier are the 2015 Tufts University School of Medicine and Maine Medical Center Longitudinal Integrated Curriculum program students completing hands-on clinical training under the supervision of Mid Coast Hospital providers.

Technology Reduces Costs, Delivers Better Elder Care

CHANS Home Health Care has launched a **Telehealth** program, which provides advanced home healthcare monitoring for patients with high-risk diseases such as COPD, congenital heart failure, and diabetes. The special telemonitoring equipment, installed in a patient’s home, can assist with early detection of problems that home healthcare providers can address. With the goal of keeping patients with chronic disease healthy and well, the Telehealth program will help keep patients out of the hospital and in their own homes for as long as possible, providing lower cost care with a higher level of patient satisfaction.



Assurance of Quality Care

Best of the Best

In 2015, MID COAST HOSPITAL was recognized as a *Best Regional Hospital* by U.S. News & World Report.

Only two hospitals in Maine met the national high performing standards to earn the distinction. Mid Coast was honored to be named alongside Maine Medical Center in Portland, its clinical affiliated partner that is consistently recognized as one of the country's top 100 hospitals.

A *Best Hospital* ranking recognizes hospitals that have demonstrated expertise in treating the most challenging patients. U.S. News recognizes hospitals that perform at a similar level to their nationally ranked peers in one or more specialties, as well as hospitals that excel in multiple common procedures and conditions.

U.S. News publishes *Best Hospitals* to help guide patients who need a high level of care because they face a particularly difficult surgery, a challenging condition, or extra risk because of age or multiple health problems.

Objective measures such as patient survival and safety data, adequacy of nurse staffing, and other data largely determined the rankings.

Gold Standards of Quality

Mid Coast–Parkview Health—including Mid Coast Hospital, Mid Coast Senior Health Center, and CHANS Home Health Care—are proud to be accredited by the Joint Commission. Its accreditation is a nationwide seal of approval indicating that these services meet high performance standards. The ongoing seal of approval requires an annual review resulting in a quality improvement action plan and unannounced site surveys by the commission. Mid Coast Hospital is also recognized as a Magnet™ facility by the American Nurses Credentialing Center for exceptional nursing and patient care. Less than 7 percent of hospitals in the country have been awarded Magnet designation.



National Recognition for Cancer Care

MID COAST HOSPITAL's comprehensive cancer care program is accredited by the Commission on Cancer (CoC), a program of the American College of Surgeons. With re-accreditation in 2015, Mid Coast Hospital was recognized with four commendations, indicating that the Mid Coast program not only met, but also exceeded benchmarks that represent the full scope and quality of cancer care available. The cancer care program coordinates providers and specialists through all phases of cancer treatment and recovery, as well as integration with other with Maine Health member and affiliated programs throughout the state to allow for the best cancer care, close to home. As part of the affiliation with MaineHealth, Mid Coast Hospital's cancer care program enhances the quality of cancer care throughout the region.



Straight 'A's for Safety

The Leapfrog Group, an independent nonprofit organization representing employers and purchasers of healthcare, honored MID COAST HOSPITAL with an "A" Hospital Safety Score in spring and fall of 2015. The Hospital Safety Score uses 26 measures to produce a single score representing a hospital's overall capacity to keep patients safe. Mid Coast has received an A rating each of the seven times the Hospital Safety Score has been released since its inception in 2012.

Individualized Approach Reduces Costs

An extension of the Patient-Centered Medical Home, the CHANS Community Care Team (CCT) provides one-on-one care for those living with chronic disease, offering support and resources to help them create a healthier lifestyle. Together with the patient's physician, the goal of the CHANS CCT is to improve health, better the quality of life, and lower healthcare costs by eliminating Emergency Department visits and hospitalizations. In 2015, the CHANS CCT admitted 59 new patients and assisted 151 active patients with the goal of improving the quality of life of each one. It is estimated that there was a 20% decrease in Emergency Department visits and a 25% decrease in hospital admission rate within this patient group.

Better Care, Better Outcomes for Pregnant Women

MID COAST MEDICAL GROUP–*Women's Health Care* became the first CenteringPregnancy™ site in Maine to achieve certification by the Centering Healthcare Institute in Boston, MA. Coordinated by the midwife practice, CenteringPregnancy delivers prenatal care in a group setting with expectant mothers due in the same month. The results provide excellent preparation for labor, birth and infant care. It also creates community, resources, and support for participants. Clinically, this model of pregnancy care has shown a decrease in cesarean section rates and the occurrence of premature births at MID COAST HOSPITAL.



Photo by Gerry Maraghy

Partnering for Community Health



Photo by Steve Trockman

Can you walk on all fours like a WOLF?

A StoryWalk® in the Woods

A unique way to promote literacy and physical activity, the MID COAST HOSPITAL *StoryWalk* was installed in late summer along the nature trails located off of the Mid Coast Hospital Healing Garden.

The *StoryWalk* features Dahlov Ipcar's "Wild Animal Alphabet" and is free and open to the community thanks to a generous, anonymous donation in honor of former Mid Coast Hospital board member and distinguished community member, James E. Ward III.

Since the *StoryWalk's* creation, local elementary schools and day cares have used it as a resource for field trips, part of an ongoing collaboration with Mid Coast Hospital's Community Health & Wellness program that promotes *Let's Go! 5-2-1-0*.

The *Let's Go! 5-2-1-0* program is nationally recognized as a successful model to educate children about healthy behaviors. Mid Coast Hospital provides technical assistance and grant support to community partners, including RSU 1, MSAD 75, Brunswick Schools, many early childhood education providers, libraries, and more.

National Grants Advance Mental Health Support and Substance Abuse Prevention

In October 2015, **Access Health**, the local Healthy Maine Partnership coordinated by MID COAST HOSPITAL, received two federal grants from the Substance Abuse and Mental Health Services Administration (SAMHSA) to work on mental health and substance abuse prevention and concerns that have been identified through a community needs assessment. Securing this funding at the national level is indicative of the strong community support and coordinated, comprehensive programs that exist at Mid Coast Hospital and through Access Health.



A System-Wide Approach to End-of-Life Care

MID COAST-PARKVIEW HEALTH is advancing clinical skills and services around end-of-life care, while also educating patients and the local community about the importance of end-of-life decisions. This Maine Health initiative aims to help clinical staff acquire the tools and skills to support individuals and families through the end-of-life process. There are five main components of the initiative including education of all providers and clinicians, having goals of care conversations with Intensive Care patients and families, raising awareness and completion of healthcare advance directives, increasing use of Physician Orders for Life-Sustaining Treatment (POLST) for those in the last year of life, and conducting bereavement surveys for those whose loved one died at Mid Coast Hospital.



Diabetes Prevention Works

Since 2012, MID COAST HOSPITAL and Bath Iron Works (BIW) have worked to develop Fit for Life, an onsite wellness and biometric screening program for BIW employees. In 2015, the relationship expanded to offer a Diabetes Prevention Program, focused on reducing onset of Type 2 diabetes by helping individuals create healthier lifestyles. The intensive lifestyle program focuses on losing weight by eating healthier and getting the right amount of physical activity. To date, 116 BIW employees and spouses have completed the program and have averaged an 8% weight loss.



A Growing Collaboration Supports Healthy Aging

MID COAST-PARKVIEW HEALTH has a long-standing partnership with The Highlands. CHANS Home Health Care provides on-site grief and bereavement support groups, flu vaccination clinics, and in 2014 was named the provider of choice for in-home healthcare needs. The relationship continued to grow in 2015 when Mid Coast Hospital opened an outpatient therapy center at Cadigan Lodge, offering services to help residents recover from orthopedic surgery, joint replacement, illnesses, injury, or chronic conditions. Mid Coast Hospital also began offering “Aging Well,” a Community Health & Wellness series aimed at providing health information and education to the residents.

THE HIGHLANDS

Improving Health through Sports & Wellness

In early 2015, Mid Coast Hospital opened an on-site physical therapy office at Maine Pines Racquet & Fitness. Part of a larger scope of rehabilitation and therapy services offered throughout the Mid Coast-Parkview Health system, the Mid Coast Therapy Center at Maine Pines provides evaluation and treatment of all orthopedic injuries including sprains and strains, joint and sports injuries, and other therapy needs. This partnership also led to the establishment of “Excellence in Aging through Sports,” a series of educational speaking events focused on the importance of sports in healthy aging. Mid Coast and Maine Pines partnered again in October to offer “Yoga for Cancer,” a new yoga program designed to limit stress, reduce fatigue, and promote healing for cancer patients.



Expanding Choosing Wisely

Through collaboration with Maine Quality Counts, MID COAST HOSPITAL has been identified as a key partner in implementing Choosing Wisely, a national effort of the American Board of Internal Medicine (ABIM) Foundation to reduce the use of tests and treatments that medical specialty groups participating in the campaign have identified as frequently overused. Over the next two years, Mid Coast will undertake a systematic effort to improve quality and safety of patient care by reducing the use of unnecessary tests and treatments, with a focus on decreasing the use of antibiotics for bronchitis, diagnostic testing for low back pain, and use of benzodiazepines (anti-anxiety medication) by older adults.



An initiative of the ABIM Foundation

Celebrating Fine Retirement Living

Residents, staff, and guests of Thornton Oaks Retirement Community celebrated its 25th Anniversary in August.

The week-long celebration included involvement from the Town of Brunswick, Brunswick Downtown Association, Thornton Oaks and Mid-Coast Parkview Health boards, as well as a congratulatory letter from Senator Angus King. Words of reflection and appreciation were exchanged by many, while all enjoyed a celebration of fine retirement living that emphasizes health and wellness, arts and culture, and a dedication to lifelong learning.



Best Start for Babies

MID COAST-PARKVIEW HEALTH is a strong partner and supporter of the United Way of Mid Coast Maine. In 2015, Mid Coast Hospital collaborated with United Way to launch the Best Start Initiative, an ongoing effort to connect expecting parents with a community of support. Maternity patients of MID COAST MEDICAL GROUP-*Women's Health Care* meet with a Best Start Specialist who offers resources and information that will positively impact health and wellness outcomes for the entire family. The Best Start Initiative is part of a full range of offerings that Mid Coast provides to help families prepare for a new baby.



MID COAST–PARKVIEW HEALTH

2015 Financial Statement

SOURCES	Fiscal 2014	Fiscal 2015
Net patient service revenue	158,655,147	178,453,535
Less provisions for uncollectible accounts	(7,920,936)	(10,327,861)
Net amounts received by Mid Coast Hospital, CHANS Home Health Care, and Mid Coast Senior Health Center for services rendered to patients, clients, and residents	150,734,211	168,125,674
Contributions, earnings on investments, and other revenue from activities not directly related to patient care	9,286,443	10,748,984
Total sources of funds	\$160,020,654	\$178,874,658

USES

Salaries, wages, and employee benefits	91,059,092	101,339,531
Supplies and purchased services	45,164,928	52,636,624
Fees paid to physicians	4,323,434	4,413,540
Estimated cost of this year's use of property and equipment	6,338,065	6,446,787
Revenue tax	2,955,488	3,011,862
Interest expense	1,932,441	1,872,144
Investments in capital replacements, new technologies, and a general strengthening of Mid Coast–Parkview Health's financial position as we continue to lead the way in providing quality healthcare to the Midcoast community	8,247,206	9,154,170
Total uses of funds	\$160,020,654	\$178,874,658

SELECTED STATISTICS

Mid Coast Hospital

Inpatient Admissions	5,181	5,217
Outpatient Visits (includes Mid Coast Medical Group)	328,116	366,526

CHANS Home Health Care, Total Visits	43,964	42,053
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Mid Coast Senior Health Center, Resident Days	33,241	33,955
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MID COAST–PARKVIEW HEALTH

For a lifetime of caring

123 Medical Center Drive, Brunswick, Maine 04011

(207) **373-6000**

CHANS Home Health Care

Providing skilled home health, hospice, private duty care, and an array of community-based wellness clinics and support services to Midcoast Maine.

Mid Coast Hospital

A full-service, 93-bed, independent, not-for profit hospital governed by a community Board of Directors.

Mid Coast Medical Group

Community-based healthcare comprised of primary care and specialty care physicians in more than 30 clinical areas.

Mid Coast Senior Health Center

Offers a full continuum of healthcare and wellness services for seniors, including rehabilitation and therapy, assisted living, memory care, long-term nursing care, hospice, and geriatric assessments.

Thornton Oaks Retirement Community

A community of 46 private homes and 98 apartments nestled on 29 wooded acres.



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