

2014
ANNUAL REPORT



A Word From Our CEO

Transforming Healthcare

The year, 2014, has been an amazing one at Northern Maine Medical Center, and I am delighted to be able to inform everyone about the many positive changes we have made toward improving the healthcare of the patients we serve. By using your feedback as a guide for transforming the culture and implementing change at NMMC, we continue to make NMMC a better and stronger hospital. The feedback you have provided is responsible for such initiatives as: the Emergency Department renovation project; the implementation of the patient portal; and enhancements to the patient experience such as the addition of the courtesy home visits.

With the teamwork of all employees and medical staff, we have exceeded the national average in various clinical areas and received clinical quality awards again this year for which we are very proud. The six quality teams, composed of front line employees, continue to be innovative in the areas they have identified. The emphasis of their work is on creating a better patient experience by making possible such initiatives as: the patient portal, the patient comfort menu, improved telephone call answering and routing system, noise reduction, improved transitions of care and so much more.

In the coming year, you can expect more engagement with the community to develop more partnerships in an effort to harness and share resources that will be used to achieve mutual goals. These goals were identified by public members in the community health needs assessment, and include initiatives such as: access to substance abuse screening, affordability and accessibility of healthy food options and access to exercise facilities.

I would like to express my sincere gratitude for the hard work of two very important groups of individuals who bring so much to the organization from behind the scenes. First, I would like to recognize NMMC's leadership team, composed of the governing board and department directors, for their loyalty and 'can do' attitude. Despite all of the accomplishments, the leadership team is well aware of the continued challenges we will face in the coming year; however, I am confident that with the integrity, dedication and strength of the leadership team, we will not only succeed, but NMMC will flourish as a provider of healthcare.

The second group of individuals, who have been a stronghold of support for over sixty years, is the NMMC Guild. The work this group accomplishes behind the scenes is phenomenal and that is why, this year, we are dedicating the annual report to the Guild. You will hear more about their contributions further on in this report.

We hope after you read this report you will share with us your interpretations of the accomplishments of 2014 that we are so passionate about. Please continue to provide us your feedback which we accept as a valuable gift that will, in part, continue to transform healthcare in the St. John Valley.



Peter J. Sirois
Chief Executive Officer



A Tribute

Just prior to the grand opening of the hospital on August 13, 1952, the Hospital Ladies Guild, now referred to as the Northern Maine Medical Center (NMMC) Guild, was organized to financially support the needs of patients. Over these last 62 years, these women have endeavored to spread sunshine, never expecting anything in return except the rewards one receives from giving to others.

Steady and true to the cause—that describes the hardworking volunteers of the NMMC Guild. Since before the original Peoples' Benevolent Hospital was built, the volunteers that became formally known as the NMMC Guild, have stood for selflessness, generosity and hard work.

They have made countless contributions, so valuable to the

hospital's cause. They have achieved unbelievable targets with their constant and untiring fundraising efforts. These individuals not only contribute financially, but they also give the gift of time and creativity. You may be surprised to hear about some of the heartfelt gestures they perform year round such as: crafting holiday favors to brighten up the meal trays of hospitalized patients, donating a toy from the gift shop to each hospitalized child, providing daily newspapers for patients at Forest Hill and multiple hospital departments, making clothing available for patients coming to the ER and caroling during the Christmas holiday season to bring cheer to those who are ill and suffering.

NMMC is deeply humbled by the magnitude of the Guild's contribu-

tions and commends them for its outstanding performance. In perusing the Guild archives, evidence is found of at least forty seven scholarships that have been awarded to local students for a total of nearly \$25,000. Donations to fund the purchase of equipment and supplies, as well as supporting renovation projects, totals in excess of \$200,000. These large numbers were achieved almost exclusively through small scale fundraisers for items ranging from \$1 each to \$20. One cannot imagine how many items had to be sold to raise this kind of money!

All of us at NMMC extend our grateful appreciation to the volunteer individuals who together form the NMMC Guild.



Service Excellence Campaign



Last year, NMMC introduced an exciting new grass roots campaign intended to focus on exceeding patient satisfaction. Now in its second year of the campaign, the six teams are thrilled to introduce some of the work being done. Here is a snapshot of some of the work in progress.



VALUE TEAM

Fiscal responsibility to ensure affordable services for our community.

The primary goal of the Value Team is to ensure affordable services for our community through the fiscal responsibility of the organization. The Value Team, supported the efforts of the Finance Department this year to install software for ease and accuracy in patient registration. The new software offers multiple benefits to patients.



PATIENT EXPERIENCE TEAM

Exceeding expectations at each encounter

What matters most to patients is the quality and safety of the care received. That is why the Patient Experience Team has made it a top priority to improve positive patient outcomes through evidence-based care processes. One of the innovative strategies that is contributing to positive patient outcomes is the courtesy home visit program.

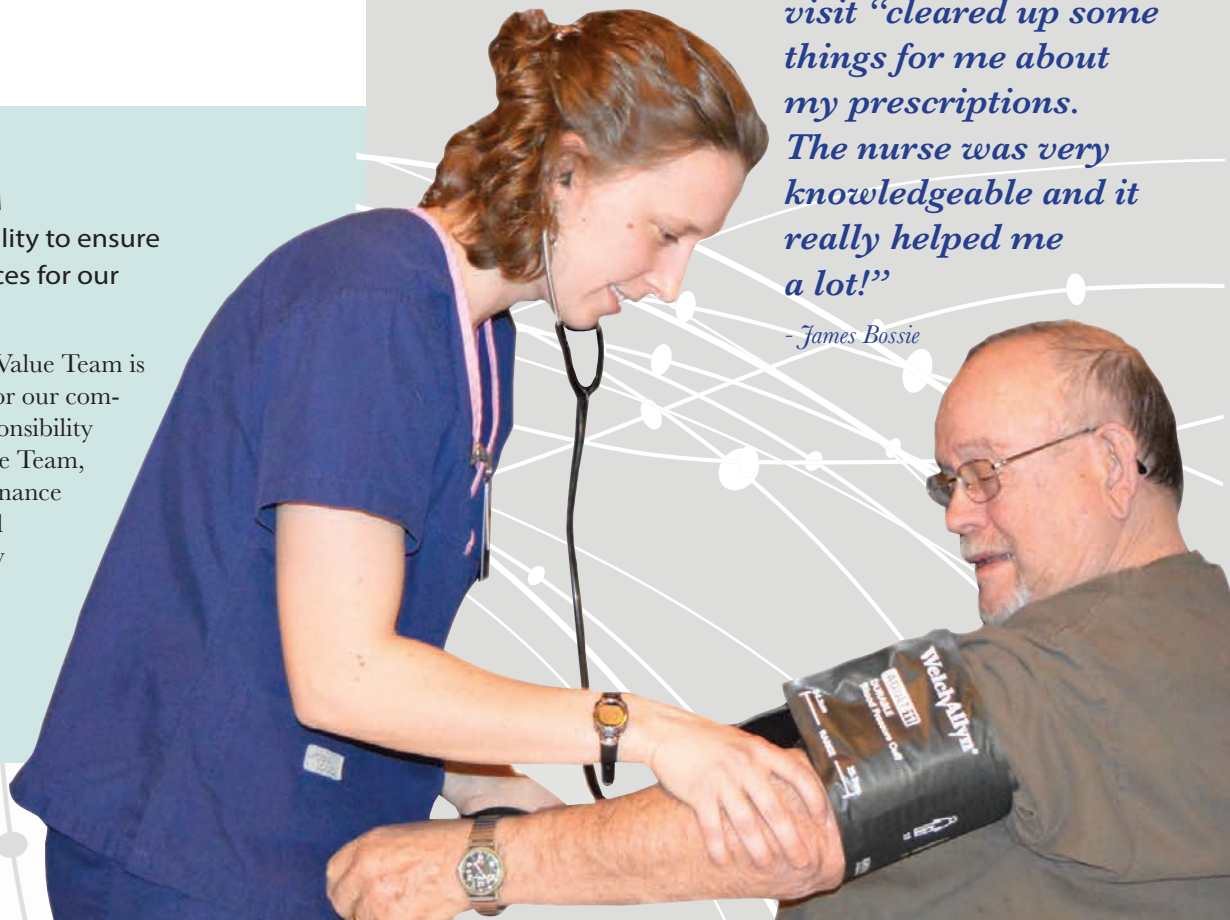
Home, most people will agree, is where everyone wants to be to recover after hospitalization. These days, hospital stays are generally brief, complex and filled with treatments and procedures making it challenging for patients to stay focused on what they need to learn about self care; it is not always clear how much information patients retain in the instruction they receive while in the hospital.

Providing information more than once, and in more than one format, increases the patient's chances of being successful. Because of this, NMMC began offering a home courtesy visit to any patient going home who wishes to participate in the free service.

Patients who choose to participate are visited by a registered nurse within one to three days of leaving the hospital. The nurse provides additional guidance with: discharge instructions, managing care, understanding medications and how to take them and any other questions that may come up during the visit.

The courtesy home visit "cleared up some things for me about my prescriptions. The nurse was very knowledgeable and it really helped me a lot!"

- James Bossie



in its Second Year



INNOVATION TEAM

Anticipating the needs of the future and developing systems necessary to meet those needs.

Anticipating the needs of the future and developing systems necessary to meet those needs, the Innovation Team, in collaboration with the clinical and technology staff, launched both an inpatient and outpatient portal which is highlighted in a special section of this report.

The Innovation Team has also implemented an automated appointment reminder call system for our patients to remind them of doctor's appointments. The automated feature will free up time for receptionists to be more available to patients and to make telephone lines more open for patients.

In response to community feedback, the Innovation Team has redesigned the phone system in high call volume areas like the main switchboard and the physician offices to improve the call flow. This will ensure that patients can reach the person they need to talk with more effectively.



OUR COMMUNITIES TEAM

Connection to our communities

In an effort to be better connected to the communities served by NMMC, the Our Communities Team began their work by surveying nearly 300 people in the St. John Valley. With feedback from patients about how the transition occurs when a new provider comes onboard, the Team began by mapping out the process used for supporting a patient who experiences a change in provider. Knowing that this can be a stressor for patients, changes were made to make the process as smooth as possible. In the next phase of the project, patients who experienced a change in provider will be contacted by phone to learn how the process worked and what other aspects of the system could be improved.



CARING HANDS TEAM

Employee experience, satisfaction, development and service delivery.

Excellence in service delivery can often be connected to employee experience, satisfaction and development. To that end, the Caring Hands Team expanded on the new employee orientation program this year in support of providing employees with the tools necessary to perform their responsibilities at a higher level of excellence.

In progress for the coming year, feedback from peers will be used to develop new strategies to recognize employees for service excellence.



QUALITY TEAM

Clinical quality and excellence in care by ensuring best practices.

In order for an organization to exceed standards in the service it provides, employees must be kept informed as to how their performance affects the mission of the hospital. The Quality Team has implemented a new module in the orientation program to enhance the knowledge of employees regarding ongoing quality initiatives and their role in quality improvement. In the coming year, the Team will be exploring new ways to enhance the patient experience after the hospital stay.

2015 Financial Report

Direct & Indirect Impact on our Community

Impact	2013	2014
Jobs	941	938
Economic Impact		
Payroll	\$75,868,858	\$78,993,544
Supply purchases	\$19,405,208	\$13,686,532
Capital Spending	\$19,045,873	\$12,241,719
Total Impact	\$114,319,939	\$104,921,795

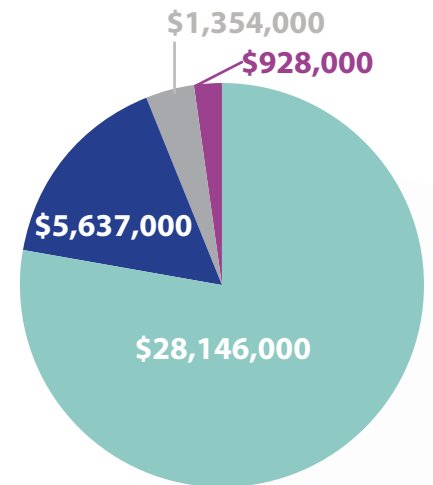
In 2014, Northern Maine Medical Center pumped \$104,921,795 into the local economy. A total of 494 employees were supported with a payroll of \$24,681,978. The money employees earn is spent on groceries, clothing, mortgage payments, rent and many other expenditures. These dollars generate \$78,993,544 in total economic activity for the local economy.

NMMC spends money on the goods and services needed to provide health care, for example, medical supplies, electricity for the buildings, and food for patients. Funds spent to buy goods and services flow from the hospital to vendors and then ripple throughout the local economy for a total direct and indirect impact of \$12,241,719.

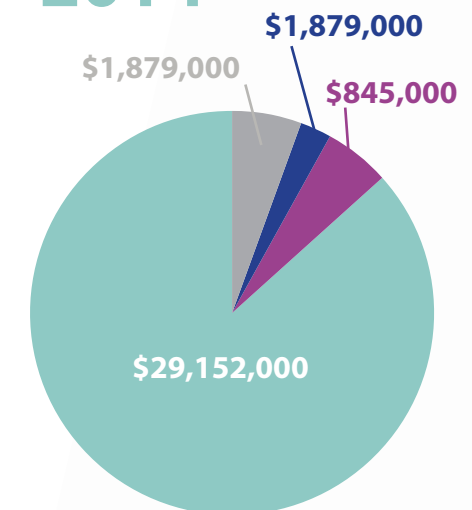
Construction activity in our hospital affects the local economy from the convenience store located down the street to the insurance agent providing policies for the contractors and other companies working on the project. The major projects completed last year were the biomass plant and the building extension for the MRI. Projects generate local jobs and revenue and result in improved health care delivery for the community.

Expenses

2013

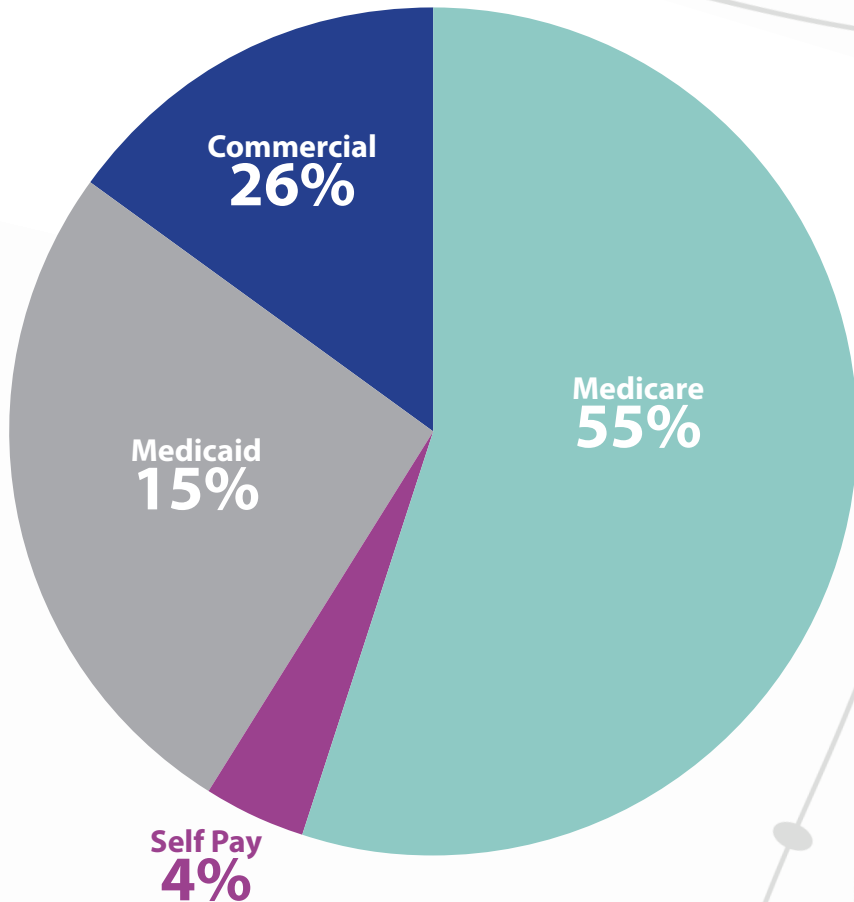


2014



- = Wages & Benefits
- = Capital Expenditures
- = Bad Debt
- = Charity Care

2013 Payer Mix



2-Year Comparison

	2013	2014
Medicare	56%	55%
Medicaid	15%	15%
Commercial	25%	26%
Self Pay	4%	4%

NMMC Board of Trustees



Norman Fournier, NMMC Board President

“We are very proud of this year’s achievements and the talented, dedicated employees who made it possible. As the Board of Trustees, we are committed to meeting the challenges of today’s complex and dynamic health-care landscape. One thing is certain – healthcare will continue to evolve and we are committed to doing the right thing for the communities we represent.”

NMMC Board of Trustees

- Norman Fournier, *President*
- John Ezzy, *Vice President*
- Glenn Lamarr, *Treasurer*
- James Thibodeau, *Secretary*
- Robert Bellefleur
- Mark Chamberland
- Ronald Daigle
- Mark Morneault
- Michael Sullivan M.D.
- Dan Vaillancourt

Improving the Patient Experience

Patient Portal

Secure communication through a patient portal was launched at Northern Maine Medical Center in 2014. This service is an online tool which provides 24-hour access to personal health information from anywhere with an internet connection. The secure portal makes accessing personal health information records easy, secure, and convenient.

Through the portal, patients may perform functions like: looking at lab test results, prescribed medications, vital signs, diagnoses, discharge instructions and more. Patients can also download and upload a variety of health-related documents through this same portal. It is a tool for use in non-urgent situations and does not replace communication with providers. Using a secure username and password, patients are granted access to the portal via the web. The enrollment process is simple and begins with completing an enrollment form. To get started, patients may be assisted while at the hospital or may contact personnel at NMMC by calling their primary care provider.

RIGHT: New Mom, LeAnn Shelmire gets assistance from Joshua Desjardins, portal specialist, just hours after delivering her newborn baby.



Swing Bed Program

Toward the end of 2014, after a rigorous unannounced survey by the Department of Health and Human Services, NMMC received approval from Medicare to offer a new service to fill a void for discharged patients who still need medical care. The new service is called the Swing Bed Program. Swing beds can be defined as beds which focus on care immediately following an acute condition such as a serious illness or surgery that required hospitalization.

A Swing Bed Program is intended to treat rehabilitation-oriented medical conditions, such as orthopedic injuries as opposed to chronic conditions. At the point when the patient needs only follow-up care, that patient would no longer medically need to remain in the hospital for high-tech monitoring or complex diagnostic procedures but the patient is still a step away from home-based care or recovery. The goal of the Swing Bed Program is to return the patient to a permanent living situation as soon as possible. Although the patient under the Swing Bed Program is in the hospital, the emphasis is on moving the patient to home or other living situation.

The patient remains at the hospital and sometimes even the same room and bed. The patient primarily benefits by fewer disruptions and continuity in care during the healing process. The only change for the Medicare patient under a Swing Bed Program is the level of care. The caregivers and medical professionals in charge of the medical care “swings” as the patients’ medical needs change.

Swing Bed Program patient, Mrs. Verna Daigle: “It was so nice to be able to stay right here to get my care instead of having to move to another facility before eventually going home.”

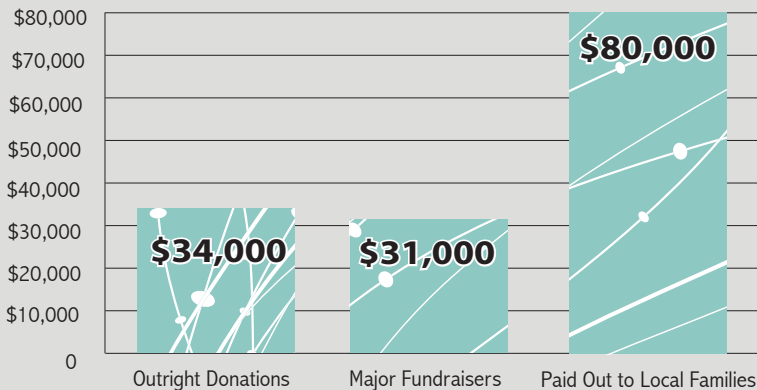


Edgar J. (Guy) Paradis Cancer Fund



A Look at the Fund in 2014

Where the Money Comes From



How the Fund Helps

Cumulative families helped through 4/30/14

1,323

Families assisted in 2014

36

Cumulative aid provided through 4/30/14

\$766,000

**All dollar amounts provided rounded to nearest \$1,000.*

Ginette and George Labonte of Wallagrass are a vibrant, active and loving couple. Unless you know their story, you would never guess the difficult life journey they began over a year and a half ago. In October of 2013, George Labonte, a retired farmer, was diagnosed with a rare form of cancer. His treatment regimen would require him to travel considerable distances for surgery, later followed by chemotherapy.

A family member informed the couple about the Edgar J. Paradis Cancer Fund and how it might assist them. George was able to receive support for travel and lodging from the Cancer Fund to help defray some of the expenses for multiple trips to Boston. In the spring of 2014, George was informed he was cancer free but the celebration was short-lived when his wife Ginette learned one week later, in March of 2014, that she had colon cancer. Ginette said, "You can't change what happened but you can change your attitude about how you deal with it." She went on to say, "Healthcare bills add up fast and the staff made the application process to receive the financial assistance so easy!" Less than one year later, the couple is hopeful that Ginette will soon complete her treatment and they will be able to go on to enjoy retirement together with their children, grandchildren and family dog, Harley.

Providing Quality Care

We have continued our commitment to you in raising the bar for quality healthcare. You have scored NMMC with steady improvement in the overall rating of hospital category each year since 2012, which tells us we are moving in the right direction. We sincerely appreciate the time you take to provide us with such important feedback which we use on the journey to excellence.

JOINT COMMISSION TOP PERFORMER

Recognition was bestowed on NMMC by the Joint Commission as a Top Performer on Key Quality Measures for exemplary performance and for sustaining excellence in the treatment of pneumonia for the second year in a row. With the high risk of complication and death from pneumonia, it is imperative that patients receive the highest standard of care each and every time.

BEST SCORE IN MEDICATION SAFETY

NMMC has received a 'Best' score in the 2014 Medication Safety Spotlight Survey. Medication Safety is based on a survey developed by a committee of pharmacists and nurses from the Maine Healthcare Management Coalition (MHMC) member hospitals. The survey addresses systems in place in hospitals that have been shown to reduce medication errors. To receive a 'Best' rating, a hospital must score between 80-100 points. NMMC has been participating in the survey for eight years and each year has consistently achieved a 'Best' score. This year, NMMC achieved a score of 91.375. When compared to the thirty five acute care hospitals in Maine who completed the survey, the average score was 86.5. Survey results may be viewed on the getbettermaine.org website.

HIGH PERFORMING PREFERRED HOSPITAL

NMMC was designated a preferred hospital by the Maine Municipal Employees Health Trust and Anthem Blue Cross and Blue Shield of Maine. The designation was attained by demonstrating the ability to meet higher standards for quality, using a common set of measures and lower unit costs. Top scores were attained in the areas of heart failure and medication safety. In addition to the higher quality standards, the financial advantages for individuals receiving inpatient or outpatient surgical services from a Preferred Hospital Facility or Hospital of Distinction can be significant for eligible patients.

Visit us on-line at
nmmc.org
for the following
awards also
earned by NMMC.

- Birth Vaccination • Honor Roll
- Organ Tissue • Bronze Award
- 2014 • Maine Tobacco-Free Network Gold Star Standards of Excellence Recognition



HARVARD PILGRIM HEALTHCARE HOSPITAL HONOR ROLL

For the second consecutive year Northern Maine Medical Center was named to the Harvard Pilgrim Healthcare Honor Roll. The Honor Roll recognizes adult, acute care hospitals whose performance was among the top 25% of those measured nationally on: clinical quality of care, patient experience and patient safety. Established clinical quality targets were exceeded in patients receiving care for heart attacks and in preventing healthcare associated infections. National targets were met during the reporting period of this award in regards to implementing practices that are known to prevent patient harm. As a result, zero surgical infections and zero urinary tract infections were reported. The honor was attained by not only meeting but also exceeding quality measures used during the reporting period.

What Our Patients Are Saying



“When I was in the ER and the nurse held my hand, I never felt alone.”

- Bernadette Deschaine



NMMC pharmacy team celebrating with Louise Dionne at the completion of her successful chemotherapy regimen.



“Everyone is so welcoming! The compassion the nurses showed us was amazing and their smiles were so comforting.”

- Mr. and Mrs. Adrian Gagnon

“When Mindy came to NMMC, the care provided by Dr. Sullivan, Brad and the nursing staff was by far the best and most compassionate care Mindy has ever received.”

- Mindy & Sue Morneault





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Medical Staff Leadership



NMMC's experienced team of physicians, nurse practitioners, physician assistants and nurse anesthetists work collaboratively to ensure the highest quality care for our patients at every encounter. The Medical Staff understands how important it is to have a personal connection with your doctor so if you need to be referred for a procedure, our trusted primary care team will make it worry free for you. Nothing is more important than your health. Talk with us about how our team can help. For a complete listing of the medical staff, visit us at nmmc.org.