



northern maine
MEDICAL CENTER

PATIENT CENTERED

2015 ANNUAL REPORT



A WORD FROM OUR CEO

In the past year, in our continued pursuit of transforming healthcare to better serve you, we have put into action numerous quality initiatives which you will read about in this report. We have engaged in systematic analysis and planning to create a highly reliable organization, to ensure longevity of the hospital into the future and to focus our efforts on patient centered-care.

In order to position ourselves to be strong and lasting in the evolving healthcare environment, we have created two important partnerships. These collaborations will support the sharing of resources, reduction of barriers to patient care and improved overall efficiency in the benefits that come from economy of scale. We have adopted the Institute for Healthcare Improvement's framework, called The Triple Aim, which is a proven strategy to optimize healthcare performance by simultaneously improving health, providing the highest quality healthcare and lowering costs for the population served.

We have also implemented strategies to increase the engagement of our local population to help guide us on a journey committed to healthcare excellence. By sharing your experiences with us, we are able to gain a better understanding of what it is like to walk in your shoes, thereby providing the knowledge we need to make better decisions. Through the We're Listening Campaign, the convening of a Community Liaison Committee, public feedback from the needs assessment forum and your patient survey feedback, we are committed to provide service excellence.

As a result of our passionate and engaged employees, who are committed to accept nothing less than zero variation in the services provided to each and every patient, many awards and accolades were earned in the year 2015. Among the awards are: Tier I high performing hospital, Press Ganey's Guardian of Excellence and Pinnacle of Excellence Awards, Joint Commission Top Performer, and other awards you will read about in the pages of this report. With the completion of the ER renovation project and the patient focused process improvement changes made, we also received the Women's Choice Award for America's Best Emergency Care for a second consecutive year and we have demonstrated marked improvements in our Emergency Room quality indicators.

Improvements of the magnitude accomplished over the past year were a direct result of the hard work, dedication and commitment from the entire NMMC healthcare team. No one individual or group could have accomplished this in isolation and I am deeply proud of everyone. As in previous years, we have selected a group who has been stellar among the healthcare team in its work to support the organization and the engagement it has demonstrated in aligning with the community. It is with great pride that I announce that the 2015 annual report is being dedicated to the work of our Board of Trustees whose relentless determination has led the organization in a direction of success despite the local, state and national challenges. Their leadership, dedication, commitment and belief in NMMC has guided and shaped our organization to be prepared for the future and to keep quality at the center of all aspects of a patient's experience.

We recognize that as a stand-alone community hospital, we will continue to be confronted with a range of financial and competitive challenges. We believe we have the culture and the people who possess the necessary strength of character to do what is necessary, not simply to survive, but to thrive and excel in the new era of healthcare ahead of us. We pledge to provide healthcare excellence for the communities we serve and to listen to your feedback and suggestions in the year ahead.

Best Regards,



Peter J. Sirois, CEO



DEDICATION



NMMC BOARD OF TRUSTEES

Individuals, who accept a position as a Trustee at Northern Maine Medical Center (NMMC), hold positions of trust and are expected to possess many skills and attributes such as legal, financial and management skills which are necessary today, to understand some of the complex decisions that need to be made. Adding to the value they bring to the NMMC Board, Trustees have an intimate knowledge of their communities, thus they serve as the liaison between the hospital mission and the vision of the communities. With the incredibly rapid cycle of changes in the healthcare arena, Board members are to be commended for their caring and commitment to NMMC, offering encouragement and, yes, even sometimes making people laugh through it all.

For all of these reasons and more, the 2015 NMMC Annual Report is being dedicated to the members of the Board of Trustees. "I have always considered it an honor to be a member of the Board of Trustees", said Norman Fournier, Chairperson for the NMMC Board of Trustees. Truth be known, the position is one of hard work, long hours and making tough decisions. Collectively, NMMC Board members donate, on average, 700 hours a year of volunteer time, attending meetings, working on committees and attending hospital functions. In addition, board members log in many hours perusing printed materials to prepare for the hours of meetings. A single Board member can be on as many as five and sometimes six committees, in addition to regular board meetings. One term translates to a five year commitment and is more often than not followed by a second five year term. Current Board members have logged close to one hundred years of service to govern on behalf of the St. John Valley in the business of healthcare.

Previous to 2011, the Trustees numbered twenty seven; five years ago, the size of the Board was reduced by two thirds; currently an eleven member Board holds all the responsibility for governance. According to Norman Fournier who has served multiple terms on the Board, with a smaller Board, Trustees are more involved in strategic decisions and have more in depth knowledge when faced with critical issues affecting healthcare in the St. John Valley. "For the past two years, as Board Chair, I have had the privilege of working with Board members that are truly dedicated and committed to making sure NMMC is a financially viable institution that provides quality healthcare to the residents of the St. John Valley. Our decisions are always guided by what is best for the hospital and the people we serve". With the support and guidance of the Board of Trustees, NMMC has risen well beyond the industry average in quality. In addition, in these turbulent financial times, the Board decisions have contributed to the financial strength attained by NMMC for two solid years. With the closure of two Maine hospitals in the past year and most others aligning themselves with major hospital systems, this is a significant accomplishment. On behalf of the entire staff, NMMC extends its gratitude to the members of the Board of Trustees whose passion and dedication are unsurpassed.

In memoriam — Glenn Lamarr

"In 2015, NMMC lost a true friend and a long term Board member, Glenn Lamarr, who will be missed tremendously by all of us. His calm mannered approach and insight into any issues facing the hospital, guided us in making tough decisions. He was always very unselfish with his time and available to help out. He was an inspiration for many of us and his memory will be with us forever."

Glenn Lamarr first joined the Board in 1995. Through the nearly twenty years served, he was Secretary, three-time treasurer, two-time Vice President, and President in one of his early terms.





NMMC's existing emergency room space, originally built in 1970, was upgraded this past year to meet the changing needs of emergency care and today's regulatory requirements. The project was not only structural but also included a combination of changes made by the clinical staff to improve and expedite the flow of patients into the department. In addition, the new changes provide patients with the best possible environment for privacy and confidentiality.



Since the new ER became operational in June of 2015, the implementation of process changes has reduced the time it takes to get a patient from the door to a bed by 62%. Arthur Carroll, a recent patient in the ER said, "When I arrived at your emergency room, your staff quickly and professionally addressed my immediate needs. Everyone was concerned about my comfort from the time I came in to the time I left."

The time it takes for a patient to get from door to doctor, is rated by patients as the most important criteria when they are selecting an emergency room. Efforts in making adjustments to patient flow processes were successful in reducing the time it takes for patients to be seen by a doctor in the emergency room by 50%.

"The service was fantastic!" said patient, Allan Dow. "I didn't talk to the receptionist for more than 15 seconds – that was super. Within a half hour of getting to the ER, Dr. St. Pierre told me I was going for a plane ride. Everyone knew what they had to do. The flow was much better since the recent changes were made; before, I would have had to wait."

Moving forward, NMMC encourages on-going patient feedback. This helps know where we need to make adjustments, understand our strengths, and continue our commitment to best practices and top-rated patient experiences. Our mission is to provide the best clinical care at every encounter.



FINANCIAL REPORT

Impact

	2014	2015
Jobs	938	931
Economic Impact		
Payroll	\$78,993,544	\$78,926,702
Supply purchases	\$13,686,532	\$16,765,529
Capital Spending	\$12,241,719	\$3,976,106
Total Impact	\$104,921,795	\$99,668,337

Direct and Indirect Impact on our Community

Maine hospitals employ more than 35,000 people and help create nearly \$9 billion in economic activity for the state. More than 12 percent of Maine's total employment is supported by hospital employment. That's the highest percentage of any state in the nation. "In Maine, hospitals, in addition to being vital to their communities' physical health, are also vital to those communities' economic health," said Steven Michaud, president of the Maine Hospital Association. According to the Maine Department of Labor, since 2000, more net jobs were generated in the health sector than in all other sectors combined. Except for a slight decline in 2010, employment has increased every year for two decades. Given the age of Maine's workforce, job opportunities due to replacement needs are expected not only to continue but to exceed those resulting from growth.

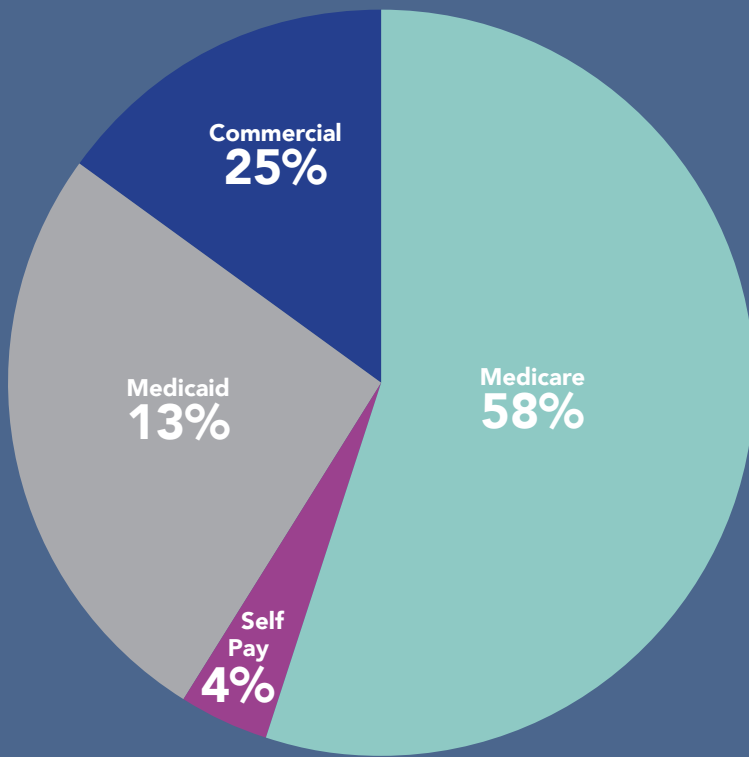
In 2015, Northern Maine Medical Center pumped \$99,668,337 into the local economy. A total of 383 employees were supported with a payroll of \$29,153,000. The money employees earn is spent on groceries, clothing, mortgage payments, rent and many other

expenditures. These dollars generate \$78,926,702 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 \$16,765,529.

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 renovation and expansion of the Emergency Department and the consolidation of Madawaska outpatient services under one roof at the Acadia Family Health Center. Projects generate local jobs and revenue and result in improved health care delivery for the community.

2015 Payer Mix

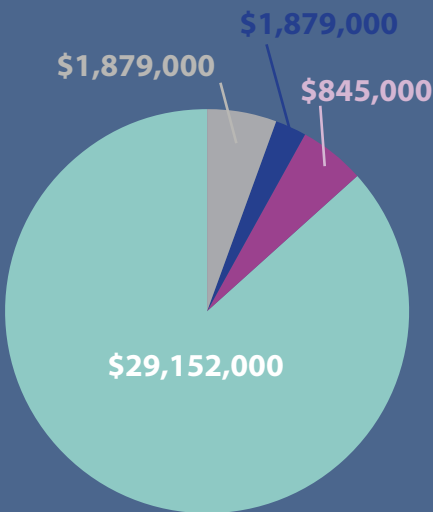


2-Year Comparison

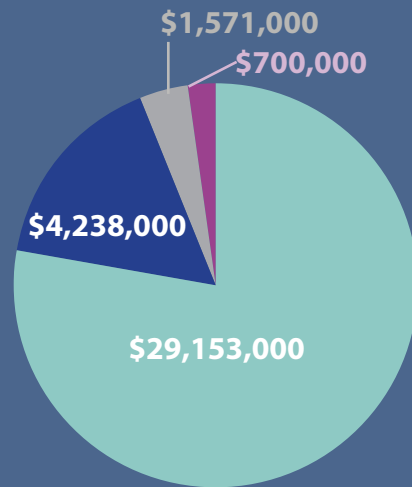
	2014	2015
Medicare	55%	58%
Medicaid	15%	13%
Commercial	26%	25%
Self-Pay	4%	4%

Expenses: 2-Year Comparison

2014



2015



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

TAKING QUALITY TO THE NEXT LEVEL

In 2013, through a quality campaign called Exceeding Expectations, a core group of approximately sixty Northern Maine Medical Center (NMMC) frontline employees were actively involved and empowered in decision-making to implement healthcare industry best practices for quality improvement. To raise efforts to the next level of excellence and continue to strive to provide the best possible patient outcomes, NMMC has embraced the Institute for Healthcare Improvement (IHI), quality improvement framework called the Triple Aim.

THE THREE AIMS

- 1 EXPERIENCE OF CARE** - encompasses both the quality of healthcare services provided to the patient and the patient's own assessment of their experience while receiving those services.
- 2 POPULATION HEALTH** - the focus is to proactively go to the community to improve overall health rather than just treating people when they are ill.
- 3 LOWER COST** - NMMC expects the Triple Aim framework will: assist individuals in local communities to reach their highest potential for health, support strong financial health, provide consistent high quality services to its patients every time and to be a provider of choice for local residents.



PHOTO: front –Nicole Theriault, Jessica Lamarre
back row: Ashley Plourde, Rebecca Michaud Dustin Damboise, Betsy Caron, Courtney Deprey, Dorine Deschaine, Joanne Fortin
Missing from photo: Kaitlyn Collin, Kim Paradis



CELEBRATIONS ALONG THE JOURNEY OF LIFE



The Fund in 2015

(fiscal year ending April)

Cumulative families helped through 4/30/15

1,373

Families assisted in 2015

50

Cumulative aid provided through 4/30/15

\$847,000

2015 Funding Sources

Outright donations

\$66,000

Major Fundraisers

\$35,000

2015 Paid Out to Local Families

\$81,000

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

In today's healthcare world of cutting edge technology and highly complex regimens for cancer treatment, the basics still apply. A caring smile, a greeting, a soft touch -fill in the gaps for healing in a high tech environment. A year ago, NMMC established a way to recognize the significance of the last chemotherapy dose in the context of a supportive and nurturing environment. As patients exit the hospital upon completion of chemotherapy, patients at NMMC are greeted by hospital employees and family members to help them celebrate a significant milestone in their cancer survivor journey. Lined up along the hallways, employees are seen applauding, hugging and crying tears of joy together.

Each patient that comes through the Oncology service has a unique story and has touched the lives of hospital employees in a way which will be forever remembered.

QUALITY AWARDS

Tier I Preferred Hospital

For the second consecutive year, NMMC has been named a *high performing preferred hospital* by the Maine Municipal Employees Health Trust (MMEHT) and Anthem Blue Cross and Blue Shield of Maine. For more information, go to www.getbettermaine.org

Joint Commission Top Performer

NMMC was recognized for the third consecutive year as part of The Joint Commission's 2015 annual report *America's Hospitals: Improving Quality and Safety*, for attaining and sustaining excellence in accountability measure performance for Surgical Care and Venous Thromboembolism Prevention. The Top Performer program recognizes hospitals for improving performance on evidence-based interventions that increase the chances of healthy outcomes for patients with certain conditions. NMMC is the sole recipient of the *Top Performer* award in Aroostook County, only one of ten recipients across the State of Maine and one of 1,043 hospitals out of more than 3,300 eligible hospitals in the United States to achieve the 2014 *Top Performer* distinction.

Women's Choice Award for America's Best Emergency Care

This award was earned as a result of consistently ranking among the best performance for seven Medicare and Medicaid measures of quality out of 3600 hospitals reporting. NMMC is one of two hospitals in the state of Maine to receive this award.

For the second consecutive year, this coveted credential places NMMC in the top two percent for Emergency Care, which was achieved by 373 hospitals, less than ten percent of the 3,800 emergency rooms that report data to the Centers for Medicare and Medicaid.

Harvard Pilgrim Hospital Honor Roll

For the fourth consecutive year, NMMC received the Harvard Pilgrim award which recognizes adult, acute care hospitals whose performance was among the top 25% of those measured nationally on a set of quality and patient experience measures, as reported by the Centers for Medicare and Medicaid Services (CMS) on Hospital Compare, and Leapfrog patient safety measures.

The honor was attained by not only meeting but also exceeding quality measures used during the reporting period.

The results of patient surveys measuring patient hospital experiences were also included in the quality measures. CMS patient safety measures included results hospitals achieved in: healthcare associated infections, hospital acquired conditions and Agency for Healthcare Research and Quality (AHRQ) patient safety composite scores.

**2015
Community
Betterment
Award from the
Greater Fort
Kent Area
Chamber of
Commerce**

Press Ganey's Guardian of Excellence Award

Presented annually, the award honors clients who consistently sustained performance in the top 5% of all Press Ganey clients for each reporting period during the course of one year. The award is a symbol of outstanding achievement in health care clinical quality.

Press Ganey's Pinnacle of Excellence Award

NMMC was recognized as a top-performer in thirty nine clinical quality measures and received the highest overall score and consistency in quality performance. The recognition is based on extraordinary achievement and consistently high levels of excellence in clinical quality performance over a specified period of time.

Tobacco-Free Network Gold Star Standards of Excellence Recognition

This award was received for the work done to create a tobacco-free environment and to support tobacco-free lifestyles.

FROM OUR PATIENTS



ANNA MORLAND

"I couldn't wait any longer and they took me right away. I had the best experience and it feels a lot better!"



ADDISON CHASSE

"We were very pleased with the prompt and courteous service, at all visits, starting with the emergency room, to the orthopedic suite, radiology and beyond. Our daughter felt safe, secure, and reassured at each visit."

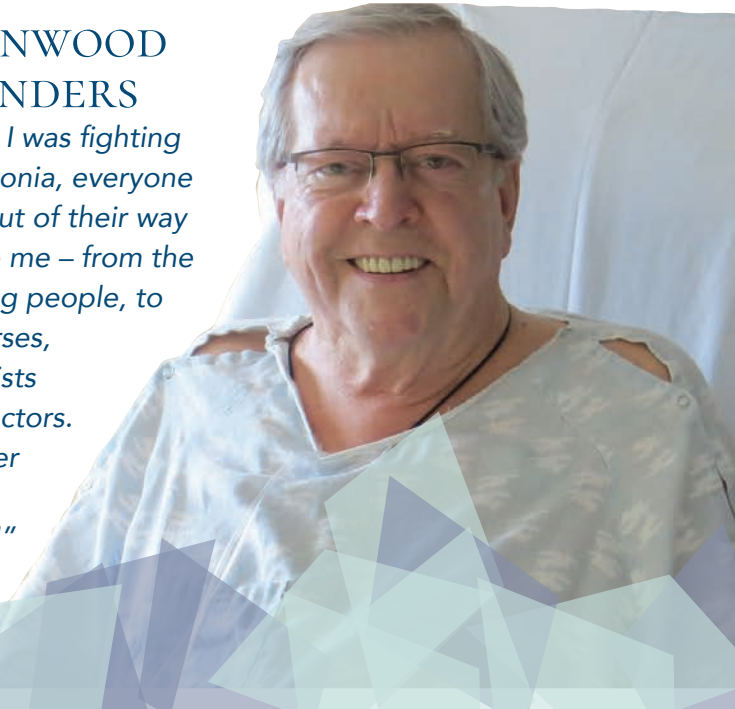
Michelle Plourde Chasse (Addison's Mom)

LIZ BOURGOIN

"It was great to be able to have my surgery close to home, with my family close by to support me. It also made the follow up afterwards very easy for me."

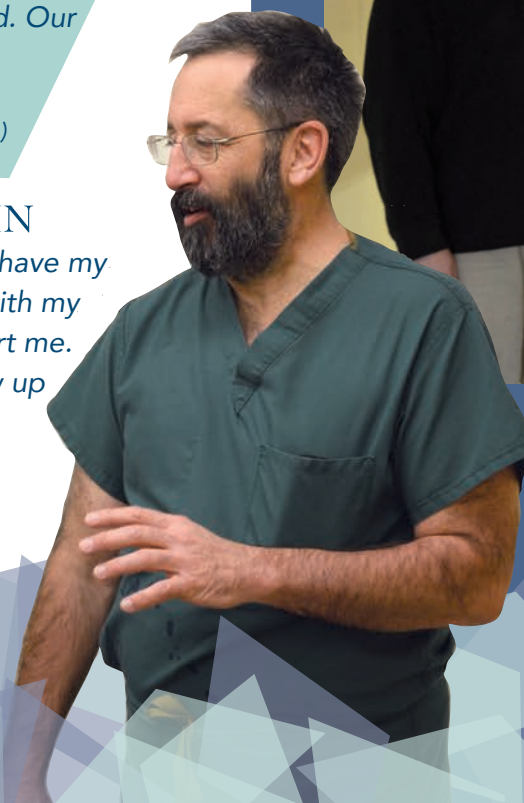
GLENWOOD SAUNDERS

"While I was fighting pneumonia, everyone went out of their way to help me – from the cleaning people, to the nurses, therapists and doctors. I'll never forget you all!"



CECILIA DUBOIS

"They made it so convenient for me to get my rehab. The transition was so easy for me and my husband."



OUR MEDICAL STAFF

Thirty five physicians, physician assistants, nurse practitioners and nurse anesthetists make up the healthcare team at Northern Maine Medical Center. In the outpatient settings alone, providers manage 53,000 patient visits each year. Additionally, all healthcare providers are accountable for numerous other responsibilities such as follow up phone calls, committee work and education. In addition to staying abreast of the fast paced changes in medicine and the new pharmaceuticals that come onto the market almost daily, healthcare providers of today must be proficient in navigating computer technology, insurance requirements and a list of regulations a mile long.

"We are very proud of NMMC's compassionate and dedicated healthcare providers who care deeply and advocate for their patients every day."
~ Peter Sirois, Chief Executive Officer

"Our thanks and appreciation goes out to our capable medical providers for their hard work and care they provide on a daily basis. They are an inspiration to the Board and it makes our service very rewarding."
~ Norman Fournier, President, Board of Trustees



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