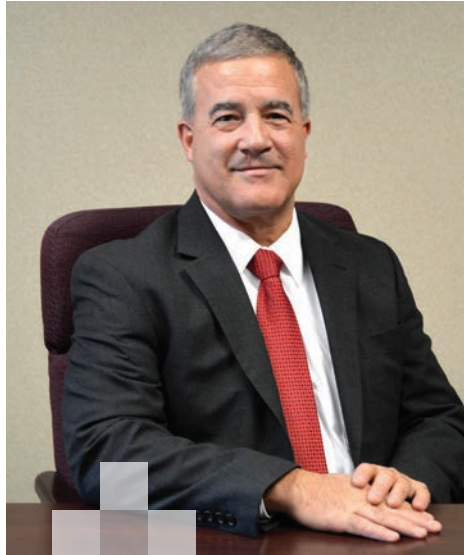


# 2016 ANNUAL REPORT SILENT HEROES

# FROM LEADERSHIP



**Peter J. Sirois**

In the blink of an eye, another year, filled with challenges and opportunities has come and gone. On behalf of the Northern Maine Medical Center Board of Trustees, medical providers and staff, we are proud to provide a summary of the year's activities. This report will include information about the dedicated, caring and hard working employees, our silent heroes, who are at the core of the hospital's accomplishments and whose efforts have garnered numerous quality awards and ascertained the Center's financial stability.

By creating a continuum-of-care experience, our excellent team puts our patients at the center of everything we do. Transparency is of the utmost priority and greatly enhances the amount of feedback we receive from the people who utilize our services. Patient feedback in guiding NMMC to better understand the expectations of our patients is not only invaluable but absolutely critical in identifying concerns, understanding needs and honoring choices.

In our efforts to offer the highest quality, we are renovating the Operating Room and support areas. Although the service we provide is topnotch, as shown by our awards in surgical care, the physical space will benefit from this transformation. The patient benefits of such a renovation have been realized in a similar transformation in the Emergency Department.



**John Ezzy**

As per tradition, for this year's annual report dedication, we have selected an organization that has made an indelible mark on the people of the St. John Valley. The Edgar J. Paradis (Guy) Cancer Fund reached the one million dollar mark this year in support of local people dealing with a cancer diagnosis. Since 1978, the Fund has provided financial assistance in support of individuals and families, reducing the burden of financial concerns so that the focus may be instead on treatment and recovery.

NMMC is poised for long term success in ensuring resources will be accessible for the health and wellness of the population served. It is most certain that unprecedented changes in healthcare will most assuredly emerge with President Trump and the new administration of our country. The impact of repealing Obamacare looms large for NMMC and healthcare providers across the state and the country. Dramatic changes are also being proposed by the Governor of our own state. With the public's assistance, we will not rest and we will continue our unwavering efforts toward zero variation to improve healthcare services so that only the highest quality health care, based on national best practices, is used. It is an honor to be entrusted as the Valley's provider of healthcare.

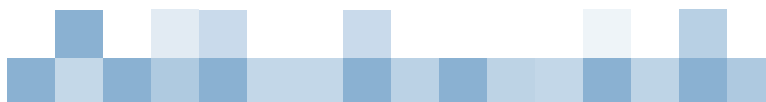
Best Regards,

A handwritten signature in black ink, appearing to read 'Peter J. Sirois'.

**Peter J. Sirois**  
*Chief Executive Officer*

A handwritten signature in black ink, appearing to read 'John Ezzy'.

**John Ezzy**  
*Board of Trustees Chairperson*





### MEDICATION INSTRUCTION

Many factors contribute to the non adherence of medication regimens which can lead to a worsening condition, hospital readmission and even death. Knowing the risks to patients, front line employees have implemented nationally recognized best practices to ensure that patients understand their medications. By the end of 2016, patients scored the performance indicator, communication about medication, at the 96th percentile, with reported consistent results when patients were surveyed.



*At the completion of year two in the consistent implementation of best practices in quality across the spectrum of healthcare services, the hard work of all employees has demonstrated the continued effectiveness of the Triple Aim quality framework in enhancing and improving healthcare for our communities.*

### THE MANAGEMENT OF PAIN

Managing a person's pain is a complex process, and there are many good reasons why it is important for recovery. Of the multiple negative outcomes that arise from unmanaged pain, common negative consequences experienced by patients may be stress, weight loss, delayed recovery and depression. In the past six months, several best practice strategies were adopted by a special work group to address this priority issue.

### HOME COURTESY VISITS THROUGH EXPANDED CARE COORDINATION

Understanding medications as well as many other challenges can make the difference between success and hospital re-admission for patients when they go home from a hospital stay.

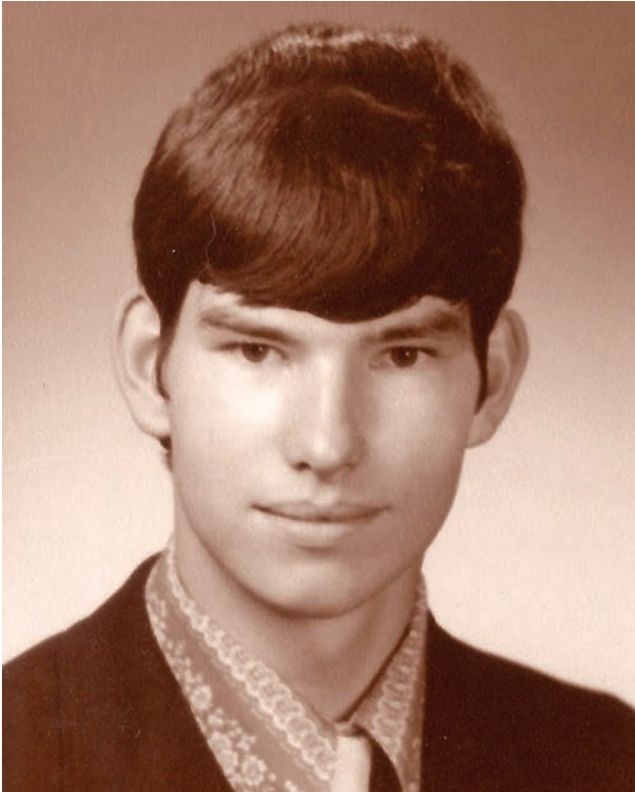
A courtesy home visit allows patients an opportunity to benefit from RN instruction in the familiar surroundings of their home. The home visit is also conducive to the inclusion of family members and provides a firsthand assessment of the patient's surroundings. By hardwiring the process, the clinical team exceeded performance targets.

Of patients qualifying for a home visit, the goal is to complete a visit with a minimum of 50% of eligible patients. At end of 2016, 61% of eligible patients received a Courtesy Home Visit.



## A YOUNG LIFE – A LEGACY

DEDICATION TO THE EDGAR J. (GUY) PARADIS CANCER FUND



Edgar J. Paradis, 1954-1978

*“From the family stories, it is evident that Guy was a caring young man with many talents.”*

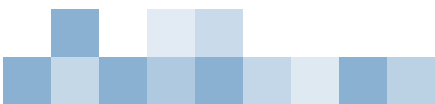
One of fourteen children, born to Lucille and Raoul Paradis in 1954, Edgar J. Paradis was to face something that no one wants for their child –

**CANCER.** Edgar was nicknamed Guy on the very day he was brought home from the hospital by his proud parents. Though it is well known through the Edgar J. (Guy) Paradis Cancer Fund that Guy is the reason that the Fund exists and that he died much too soon, there are many other things not so well known about him.

From the family stories, it is evident that Guy was a caring young man with many talents. For instance, while recuperating from a fall which resulted in multiple fractures he developed an interest in photography. In 1976, he even applied to photography school. When he had the last of his surgical pins removed after his accident, a large tumor was discovered in his chest, necessitating surgery followed by chemotherapy. The yearlong battle with cancer temporarily delayed his dream of pursuing photography, which he resumed after the completion of this cancer treatment. Photography was important to him in that it provided him with a form of self expression in dealing with his battle with cancer.

What Guy and his family did not know was that his battle with cancer was not over. Though he seemed to revert to a normal life, such as assisting family with construction projects and snowmobiling, later that spring, Guy was diagnosed with a rare form of leukemia. The prognosis was grim, leaving he and his family with a sense of helplessness. In the long hours of working through this crisis, Guy shared with his family that he wanted to leave something behind to represent his life after he passed. At the very young age of 24, the decision was made to establish a fund to support families dealing with similar circumstances that he had been going through. Guy contributed his savings to create a base for the Fund. Soon after, Guy lost his battle to leukemia on June 4, 1978.

The Paradis family was true to Guy's wishes and immediately set up the structure for Guy's legacy and launched the Edgar J. (Guy) Paradis Leukemia Fund, naming a Board of Directors and planning fundraising efforts. Beginning with Guy's \$2,000 savings, along with anonymous donations amounting to an additional \$5,000, the family set out to make Guy's wish come true by informing others of his dream. The very first summer after his passing they organized a walkathon and raised an impressive \$4200.





*Back row: Jacqueline Paradis, Michael Paradis, Roland Paradis, Robert Paradis, Gerard Paradis, Lloyd Paradis, Danny Paradis, Susan Morin  
Front row: Theresa St. Pierre, Lucille Paradis, Francoise Paradis, Liz Paradis*

Approximately ten years later, the Paradis family approached Northern Maine Medical Center to seek support through a partnership as a means to expand the Fund. In 1988, the Fund was renamed to offer a broader scope, the Edgar J. (Guy) Paradis Cancer Fund and since then the Fund has been administered by NMMC. The mission of the Fund is not only to provide financial support to families but includes other forms of support such as: a reference library to provide accurate information, annual cancer education programs for ongoing learning and networking and a cancer support group for cancer victims and their families to share common experiences and solutions.

In the words of his Guy's sister, Francoise, "Let my brother smile with pride and satisfaction because his wish is fulfilled and his contribution is worthy!" Guy left the greatest gift that anyone could leave when he passed, the gift of hope, and the Paradis family and all of its supporters, have kept the gift alive. Through the untiring efforts of the Paradis family and the generous support and donations from so many, a Fund milestone was reached in the amount of one million dollars.

To learn more about the Cancer Fund and how you can provide support, go to [www.paradiscancerfund.org](http://www.paradiscancerfund.org).

## The Fund in 2016

(fiscal year ending April)

Cumulative families helped through 4/30/16	<b>1,413</b>
Families assisted in 2016	<b>40</b>
Cumulative aid provided through 4/30/16	<b>\$935,000</b>
2016 Outright donations	<b>\$42,000</b>
2016 Major Fundraisers	<b>\$19,000</b>
2016 Paid Out to Local Families	<b>\$88,000</b>
\$1,000,000 milestone reached	<b>March 31, 2017</b>

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

# Providing Quality Care



## GERTRUDE ALBERT

### HOSPITAL HONOR ROLL

NMMC was recognized for the fourth consecutive year for performance among the top 25% in the country on quality and patient experience measures. The honor was attained by not only meeting but also exceeding clinical quality measures.

Clinical quality of care, patient experience and patient safety are important considerations used by patients when choosing a hospital. For further information about NMMC's quality and safety rating, visit [www.harvardpilgrim.org](http://www.harvardpilgrim.org).



### FOUR STAR RATING BY THE CENTER FOR MEDICARE AND MEDICAID

The star rating shows how well the hospital performed, on average, compared to other hospitals in the U.S. – the more stars the better. NMMC rated four stars, above the most common overall rating nationwide of three stars. There are forty quality measures reported on Hospital Compare which determine the star rating. Among them are: mortality, readmission rates, patient experience, effectiveness and timeliness of care.



*Four Star Rating awarded for excellence in selected clinical measures.*

At 80 years young, Gertrude Albert is very active, in fact, much more so than most people her age. A Registered Nurse since 1985 and a Reiki master since 2000, she has always been mindful of the importance of health and wellness and teaching others about healthy habits in order to enjoy quality of life. She herself, until her accident, walked close to an hour every day to stay active and strong.

When she fell and sustained a serious fracture of her shoulder last October, she experienced the healthcare system from the patient's perspective. She said, "I didn't know why I fell but I knew that my heart and brain are healthy and that I was going to recover." After the long ordeal of conservative treatment, followed by surgery in Portland, she was happy to be able to return home, close to family and friends, for inpatient rehabilitation on Northern Maine Medical Center's Swing Unit.

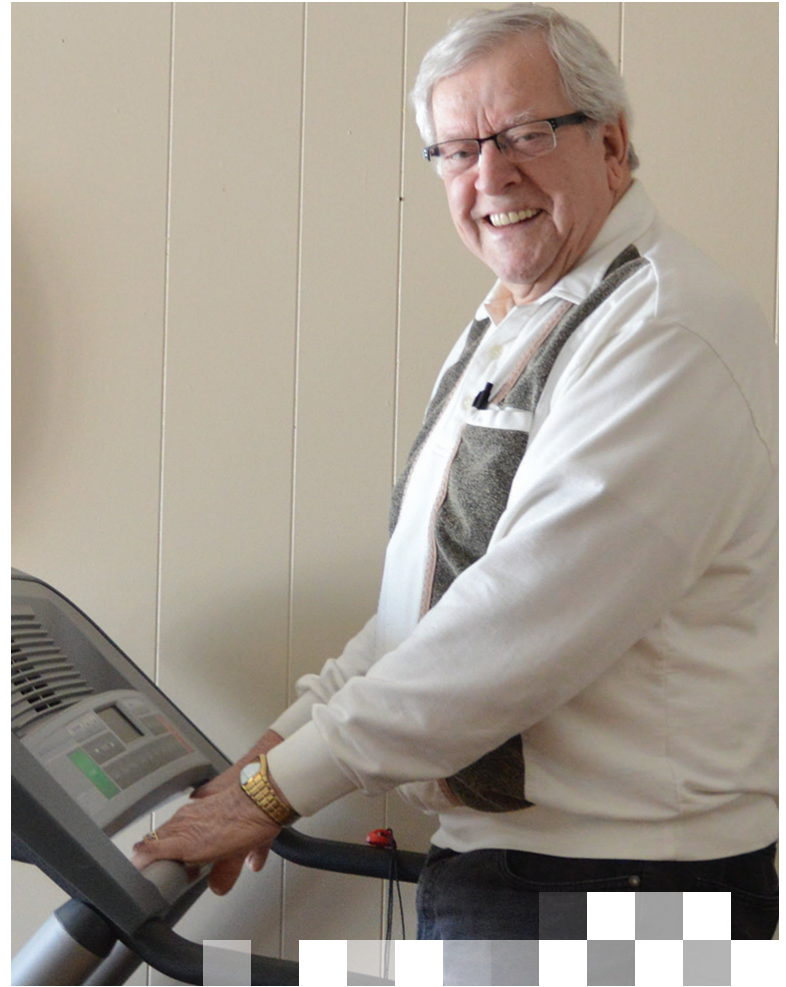
The Swing Unit is staffed with experienced nursing and rehabilitation professionals who work daily with patients to assist with recovery while promoting independence with a plan to transition back to the home environment. The Team has access to the necessary resources to make the transition back home as smooth as possible. Ms. Albert said, "They prepared me well to go home. They worked closely with me to learn how to do things independently like taking a shower. They even brought me to the therapy kitchen where I made myself a grilled cheese sandwich." She said that because the staff worked so closely with her, when it was time for her to return home, she was confident in her abilities to manage her care. "I would recommend the Unit to anyone. The crew was gentle with me and supported me. The care was excellent." Mrs. Albert is recovering well in the comfort of her own home with the necessary resources to keep her safe. She is looking forward to increasing her independence and she is looking forward to her first snowshoe walk out her back door when she is released to do so.

# GLENWOOD SAUNDERS

## KEY FACTORS TO REDUCING HOSPITAL RE-ADMISSIONS

Through the implementation of numerous strategies to prevent patients from being readmitted to the hospital, rates of readmission have dropped steadily over the past two years.

- ✓ Care Coordination Program
- ✓ Courtesy Home Visits
- ✓ Beacon Health Partnership
- ✓ Investment of resources in the patient experience
- ✓ Doctor's visit after hospital discharge scheduled within one week's time
- ✓ Phone call by a nurse after discharge from the hospital



The alert was raised over one year ago when Glenwood Saunders experienced two back to back hospitalizations and his medical provider referred him to NMMC's Case Management Program. Dealing with multiple medical conditions such as Congestive Heart Failure, Chronic Obstructive Pulmonary Disease, and Diabetes, Mr. Saunders contracted pneumonia, which can be life threatening in someone with pre-existing chronic pulmonary disease.

Mr. Saunders' quality of life since his involvement in the Care Coordination Program is evident by the fact that he can rarely be found at home. He is active in his community and enjoys the stimulation of interacting with others on a daily basis. One of the benefits of the support provided by the Care Coordination nurses, as recognized by Mr. Saunders, is the motivation to do the right thing, knowing the Care Coordinator will be calling the patient on a regular basis and asking for updates on their treatment plan. Mr. Saunders admitted openly, with a smile, that this was a motivator for him. He said, "I wasn't paying attention to my body so I am glad I have her to keep me up on things. It also helps to know that I have her to call on whenever I have questions or need help of any kind." He also says the consistent contact with the nurse is what keeps him out of the hospital.





Diabetes, Coronary Artery Disease and Chronic Obstructive Lung Disease places Harold Bouchard at increased risk for more frequent hospital admissions.

It is a well known fact that just by being hospitalized, patients are exposed to more risks in the environment than they would be managing their illness in their own home. When people receive medical care in a hospital, they are at risk of exposure to serious infections called healthcare-associated infections (HAI).

In years past it was not uncommon for Mr. Bouchard to experience hospitalization for one or more of his chronic conditions. In 2015, Nurse Practitioner Paula Charette first referred Mr. Bouchard to the Care Coordination Program to help him manage and stabilize his chronic conditions. Through Care Coordination, he has received the support, resources and follow up needed to manage his condition and keep him out of the hospital. He said, "Stacy even helps us out with letters we get in the mail. When we can't figure it out, Stacy helps us take care of it."

Mr. Bouchard was one of the St. John Valley's first patients to benefit from what is called Continuous Glucose Monitoring or CGM. CGM is a diagnostic test which assists clinicians to determine ongoing blood glucose levels over a period of days and from there, develop an individualized plan of care. This has been part of the treatment plan which has made it possible for Mr. Bouchard to reduce his blood glucose marker called the A1C by 14%.

Mr. Bouchard and his wife are very proud of the fact that he has managed to stay out of the hospital since May of 2016.

His commitment to physical activity is exemplary. He swims three times a week and has multiple pieces of exercise equipment in his home which he uses faithfully to keep him healthy and in the comfort of his home, with his family.

## HAROLD BOUCHARD

**NAMED ONE OF 100 GREAT COMMUNITY HOSPITALS IN THE COUNTRY**

*Becker's 2016 Hospital Review* editorial team selected NMMC for inclusion in this prestigious listing. Recognition was earned for excellence in clinical performance related to patient safety.

BECKER'S  
**Hospital Review**





# HAROLD CYR



## PRESS GANEY GUARDIAN OF EXCELLENCE AWARD

The Guardian of Excellence Award in clinical quality is awarded to hospitals who sustain performance in the top 5% for an entire year. More specifically, the award was earned in the area of clinical quality performance in twenty five clinical quality measures some of which are: heart failure care, pneumonia, heart attack and twenty two other clinical indicators of clinical performance.

After a recent home visit to Mr. Harold Cyr, the experience could only be described as positive and uplifting. Upon arrival, the door to his apartment was wide open, inviting access to anyone passing by for a friendly chat. One would not know that a short year ago, he was in crisis with diabetes control leading to a series of surgeries necessitated by diabetes related complications.

In early 2016, his provider, Dr. Raymond, referred him to the Diabetes Program for assistance with managing his diabetes. As a participant in the Diabetes Program, receiving close monitoring and advocacy from Linda Russell RN and Dr. Raymond, actions were taken immediately to stabilize his condition. After a test called Continuous Glucose Monitoring was done, it was obvious that his need for a change in insulin regimen was needed. The patient struggled with the new treatment plan which was comprised of several insulin injections each day. In discussing his challenges with his doctor and his nurse, it was determined that Mr. Cyr was a candidate for an insulin pump. Mr. Cyr said, "I got a second chance when she got me a pump."

In the course of the next several months, he experienced a rocky road. After a partial amputation of his foot, he was discharged to his home to recover. At the time, he was living alone in his own two story home and struggling to manage multiple issues, from climbing stairs to cooking meals and getting transportation to

medical appointments. Around this time, he developed complications from the first surgery which necessitated further amputation. It was in September of 2016 that Linda Russell recognized that Mr. Cyr was dealing with many serious issues within a short period of time and that he needed help, and soon.

It was then that he was brought in to the Care Coordination Program for more support and management of his illness and personal needs. Arrangements were made to admit Mr. Cyr to inpatient rehabilitation. He eventually underwent multiple surgical procedures resulting in a complete amputation of his right leg. Through Care Coordination, along with other programs, he was able to sell his house and move into an apartment where he could manage independently, with the proper supports in place. Mr. Cyr said, "Anything I needed, even just support, I knew I could call her (Linda Russell) any time and she would be there to guide me."

After approximately four months in the Care Coordination Program, he is proud of his hard work and success in reducing what is called the A1C test by a stunning 14%. With enthusiasm he said, "This spring, I am going dancing!" Not the words one would expect to hear from someone who has experienced the amputation of his right leg. It is easy to see, however, that this gentleman is no ordinary person and the way in which he approached his life challenges is an inspiration to others who face similar challenges of their own.

# FINANCIAL REPORT

Maine hospitals employ more than 35,000 people and help create nearly \$9 billion in economic activity for the state. 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 2016, Northern Maine Medical Center pumped \$114,409,000 into the local economy. A total of 395 employees were supported with a payroll and related expenses of \$30,843,000. The money employees earn is spent on groceries, clothing, mortgage payments, rent and many other expenditures. These dollars generate \$83,277,000 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 \$17,046,000.

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 final phases for major renovations in the Emergency Department and the consolidation of Madawaska outpatient services under one roof at the Acadia Family Health Center were completed. Projects generate local jobs and revenue and result in improved health care delivery for the community.



## ONLINE BILL PAY

As part of improving the overall patient experience, online bill pay is now available for individuals who prefer an electronic option to pay bills. The option provides a safe and secure option and can create efficiency and cost savings. The electronic process can also assist individuals in avoiding late fees and taking advantage of available discounts for early payment. The option is faster, easier and can provide a central area for patients to manage and track healthcare expenses. In addition, patients can opt to receive electronic statements rather than through the mail.



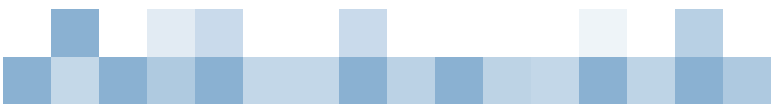
## HOSPITAL IMPACT ON JOBS & ECONOMY

	2015	2016
Jobs	931	959
Payroll	\$78,926,702	\$83,277,374
Supply purchases	\$16,765,529	\$17,045,864
Capital Spending	\$3,976,106	\$14,085,525
Total Impact	\$99,668,337	\$114,408,763

## FINANCIAL ADVOCACY

The focus on quality goes beyond the clinical areas. Employees in the Finance Department have taken extra steps in the form of advanced training and certification to be better prepared to assist patients to navigate through the maze of insurance plans and benefit options.

**PHOTO** left to right: **Michelle Kelly**, Patient Financial Counselor, **Danielle Levesque**, Patient Account Representative, **Shawna Larrabee**, Patient Account Representative, and **Brooke Saucier**, Patient Financial Advocate.



# THE POWER TO MEND



*After the 30minutes of singing, Hilda Guerrette, Forest Hill resident, was given the violin to play which is an instrument she played at the age of 16.*



A Music Certified Facility, Forest Hill provides residents with individualized and group activities, accompanied by music and singing, which provides benefits well beyond the entertainment value.

According to the Alzheimer's Association, there is growing evidence that listening to music can help stimulate seemingly lost memories and even help maintain some cognitive functioning. Researchers in Finland have discovered that the processing of musical pulse recruits motor areas in the brain, supporting the idea that music and movement are closely intertwined.

The staff at Forest Hill Rehabilitation and Skilled Nursing Center have seen first-hand the positive benefits of music on residents with any form of dementia and even in depression.



To fill a void for discharged patients who still require medical care after hospitalization for an acute condition, NMMC offers a new service in the form of inpatient skilled rehabilitation. The new service, a ten bed Swing Unit, provides skilled rehabilitation by a team of professionals who provide a coordinated treatment plan to promote independence with the ultimate goal of returning home.

## SWING UNIT



left to right – Sonya Poiesz, NP-C; James Johnson, PT; Melissa Cyr, LSW-C; Marsha Labbe, RN, Unit Manager



# 2016 AWARDS



## A Tribute to the Success and Hard Work of Our Silent Heroes

- **Becker Healthcare Listing** – One of 100 Great Community Hospitals in America
- **Care management protocols** – first in Maine to earn accreditation and 100% compliance
- **Courtesy home visits** attracted national attention for the holistic approach for safe transitions from hospital to home
- **Four Star Rating by the Center for Medicare and Medicaid** based on an average of 40 quality measures
- **Harvard Pilgrim Hospital Honor Roll** for performance at the top 25% nationally
- **Immunization Honor Roll** for immunizing 97% of employees against influenza
- **Maine Tobacco-Free Hospital Network** Gold Star Standards of Excellence
- **Press Ganey Guardian of Excellence Award** for consistently sustaining quality performance and ranking in the ninetieth percentile in selected clinical quality measures
- **Women's Choice Award** for top 25% ranking as one of America's Best Hospitals for Emergency Care



194 E Main Street  
Fort Kent, ME 04743  
(207) 834-3155

[nmmc.org](http://nmmc.org)