

**2012 Annual Report**  
*Our Community. Our Health.*

*Adapting to a  
New Healthcare  
Landscape*

Aerial Image by Tom Jones



**MID COAST HEALTH SERVICES**  
www.midcoasthealth.com

## OUR MISSION

**A**t MID COAST HOSPITAL, we integrate remarkable twenty-first century technical and scientific advances in healthcare with more traditional and human aspects of caring and healing.

As your community hospital, we provide this modern, compassionate healthcare close to home. We provide maximum value for each service we deliver.

*Modern, compassionate,  
value-driven healthcare  
for our community*



## Dear Friends:

While 2012 was marked by considerable adversity in both local and national healthcare, the bulk of the significant changes and challenges are still to come. It is in light of these difficult times, that **we at Mid Coast Health Services see tremendous opportunity to adapt to the new healthcare landscape, building partnerships and foundations that will strengthen the health of our community in the years to come.**

In efforts to reverse negative trends and a failing system, the U.S. healthcare industry is just beginning to transform from a system once centered around hospitals and sick care, to one focused on the overall health of the community. National experts and healthcare leaders have outlined a strategy that will aid in this transformation.

**As we continue on our path to transform healthcare within our region, Mid Coast has embraced this new initiative, known as the Triple Aim to improve healthcare. At its core the Triple Aim seeks to enhance the patient experience and quality of care, improve the health of our population, and reduce wasteful overspending and duplication.** It is by focusing on all three of these concepts simultaneously that transformation will begin to take place.

Guided by our *2020 Vision*, we have already made great strides in adopting these new philosophies. Throughout 2012, we received recognition for excellence in numerous areas, established a system to engage patients and staff in improving patient experiences, integrated wellness and community outreach into clinical practices, and adopted a care model that optimizes clinical outcomes while reducing costs.

In the pages that follow we offer highlights from the successes within this past year that demonstrate our commitment to excellence and the health of our patients and the communities we serve. It is through the hard work and dedication of our staff, our strong partnerships within the community, and our support from our leadership that we remain well positioned to invest in the future of transforming health care.

Thank you for your continued support as we remain committed to providing quality and compassionate healthcare for our community. High quality care close to home is what our patients can count on day after day. All of us at Mid Coast are devoted to this mission and honored to serve each and every one.

Lois N. Skillings  
President & CEO

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## Recognition of excellence



Aerial photo by Jeff Morris of The Pierce Studio

The numerous honors, awards, and accreditations awarded to Mid Coast in the past year highlight our constant effort to improve patient experience and the quality of the care that we provide. Our *2020 Vision* specifies that we will continuously measure and improve everything we do to provide the best hospital care possible. We are proud of the hard work of our caregivers and staff that help us to achieve recognition as a leader in quality and patient experience, a cornerstone of the Triple Aim.



### Cancer Care Accreditation

In November of this year, The Commission on Cancer (CoC) of the American College of Surgeons granted Mid Coast Hospital's comprehensive cancer care program a Three-Year Accreditation with Commendation.

The commendation level of compliance is a special designation that indicates that our program not only met, but also exceeded benchmarks that represent the full scope and quality of cancer care available.

This nationally recognized achievement culminates many years of staff dedication to coordinating and improving the programs and policies of our cancer program. This new stamp of approval outlines the standards and programs that we already have in place and allows us to work together to take advantage of new opportunities for accessing national studies and clinical trials that will further improve patient care.

### Advanced Certification for Primary Stroke Centers



The Joint Commission, in conjunction with The American Heart Association/American Stroke Association, recognized Mid Coast Hospital with Advanced Certification for Primary Stroke Centers.

Becoming a Primary Stroke Center ensures that the hospital is able to provide the most appropriate, evidence-based stroke care and demonstrates our commitment to providing the highest quality stroke care to our community.

## A for Safety



### "A" Hospital Safety Score

In two separate surveys conducted in 2012, Mid Coast Hospital received an "A" Hospital Safety Score<sup>SM</sup> from The Leapfrog Group, an independent national nonprofit run by employers and other large purchasers of health benefits.

The Hospital Safety Score of A, B, C, D, or F is calculated under the guidance of The Leapfrog Group's Blue Ribbon Expert Panel using publicly available data on patient injuries, medical and medication errors, and infections.



Mothers' Circle at Mid Coast Hospital. (Photo by Steve Trockman)

### Lactation Consultants Care Award

Earlier this year, Mid Coast Hospital received the International Board of Lactation Consultant Examiners Care Award. The award recognizes the hospital for staffing International Board Certified Lactation Consultants (IBCLCs) and providing a lactation program that is available five to seven days a week for breastfeeding families.

We have seven board-certified Lactation Consultants that are available both during pregnancy and after the baby is born to assess the mother and provide information.

Having such a strong lactation support team contributes to the Hospital's breastfeeding initiation rate of 91%, 13% higher than the national average.



Fourteen of the 158 Mid Coast nurses with specialty certifications. (Photo by Steve Trockman)

### Nationally Certified Nurses

The 2012 National Database of Nursing Quality Indicators® (NDNQI) report indicated that Mid Coast Hospital ranks in the top 10% of hospitals across the country for the percentage of nationally certified nurses on staff. More than 37% of nurses practicing at Mid Coast Hospital have passed specialty certification exams, compared to the national average of 15%.

The high number of specialty certified nurses that work at Mid Coast illustrates our commitment to providing the very best care to our patients and the community.



### CHANS Home Health Care Deficiency-Free

In a federal survey to ensure that agencies are in compliance with Medicare health and safety standards, CHANS Home Health Care was rated "deficiency-free". Survey visits are opportunities for the government to review a home healthcare agency's documentation and care practices, ensuring that services provided by that agency are among the very best.

A deficiency-free federal survey validates the high quality care that CHANS staff provides with the purpose of supporting patients to remain safely and comfortably in their own homes and in the best possible health.



Cate Parker, RN, and VP-Nursing & Patient Care Services Deborah Macleod lead a recent Patient & Family Advisory Council meeting. (Photo by Steve Trockman)

### Patient & Family Advisory Council

Established in June, The Patient and Family Advisory Council provides a platform for our patients and their families to be heard and opportunities for us to look at healthcare delivery from their perspective.

The Council focuses on setting priorities and guidance to strengthen collaboration, communication, and mutual respect between the healthcare team, patients, and families in order to achieve the highest quality health care possible.

Having met just six times, we have already acted on input from the Council, making such recommended changes as long distance phone availability from patient rooms and making the function of caregivers more easily identifiable on name badges.

Members of the Council are as follows: Marie Barbieri, Sharon Bearor, Stacy Brodeur, Michael Clarke, Carl Demars, Fotini Eberhard, Martha Horn, Deborah MacLeod, Nancy Meikle, Peter Nardozi, Cate Parker, Martin Teitel, Sharon Utecht.



Mid Coast Hospital is accredited by The Joint Commission and is recognized as a Magnet™ facility by the American Nurses Credentialing Center for exceptional nursing and patient care.



# Improving The Health of our Population

## Educating through Outreach



Photo by Steve Trockman

An essential component of the Triple Aim and a keystone of our 2020 *Vision*, we continuously look for ways to improve the health of the communities that we serve. In 2012 we have focused on strengthening partnerships and establishing programs that will increase opportunities for education, prevention, and wellness within our community. Together with our partner, Access Health, our local Healthy Maine Partnership, we have begun to lay the foundation for better health outcomes in the future.

### Let's Go! 5-2-1-0 Program

*Let's Go!* 5-2-1-0 is a statewide program that encourages children to make healthy choices that include: eating **five** or more fruits and vegetables per day, limiting screen time to **two** hours per day, engaging in **one** hour or more of physical activity per day, and limiting sugar sweetened beverages to **zero** by choosing water or low fat milk instead.

Mid Coast Hospital and Access Health provide technical assistance and grant support to community partners who wish to participate in the program. Through the hard work and dedication of the partners, over 7,000 children in the local community have interacted with the program and have been educated about the importance of healthy behaviors.



As part of the *Let's Go!* Initiative, the hospital has created a StoryWalk® based on the book *Wild Animal Alphabet*, by Dahlov Ipcar. The StoryWalk is a portable resource available to local schools and community partners for use to promote *Let's Go!* 5-2-1-0.



StoryWalk monkey shines at Patten Free Library in Bath.  
(Photo by Judy Kelsh)

## Healthline Guide to Local Health Resources

Healthline works with community partners to provide quality health education on a variety of topics for all audiences. Programs are evidence-based and delivered by medical professionals that are certified by nationally recognized organizations.



This year's program highlights include *Matter of Balance*, offered in partnership with the Mid Coast Senior Health Center, that focuses on reducing the fear of falling amongst seniors and *Asthma Education*, a new program developed to help asthma sufferers minimize their symptoms.

The *Healthline Guide*, a resource with information about classes, workshops, support groups, and health improvement programs was published three times this year and distributed to more than 2,000 community members.

## Annual Skin Cancer Screening

This year's annual skin cancer screening was made possible by a collaborative effort that included support from The American Academy of Dermatology, the American Cancer Society, and the Dermatology Practices of Dr. Nancy Egan and Dr. Helge Riemann.

More than 150 community members attended the screening and 29% of participants screened were recommended for follow-up based on preliminary findings.

## Blood Pressure Screenings

Each year, Mid Coast Hospital partners with CHANS Home Health to offer free weekly blood pressure screenings at several sites across the community. The clinics provide community members with access to a registered nurse who will measure and record blood pressures and help participants track and understand the readings.

The 2012 clinics were well attended with more than 1,000 blood pressures measured.



**GIVING IT HER BEST SHOT**—Tufts University medical student Amy Case, training at Mid Coast Hospital as part of a joint Maine Medical Center/Tufts University program to provide hands-on clinical training in Maine, provides a flu shots to Larry Lavoie of Facilities.

## Flu Vaccination Efforts

Mid Coast Hospital has identified the promotion of flu vaccinations as an important part of its role in protecting the health of the community and preventing the spread of flu.

Each fall, in efforts to make flu vaccinations available to the community, CHANS organizes community vaccination clinics throughout the Midcoast region. Offered in partnership with local schools, housing authorities, and voting polls, this year CHANS held almost fifty clinics that resulted in 4,000 vaccinations for community members.

Mid Coast was also recently recognized by the Maine Center for Disease Control and Prevention (Maine CDC), in collaboration with Maine Hospital Association (MHA) and the Maine Infection Prevention Collaborative for achieving an employee influenza vaccination rate of over 90 percent. The high percentage of voluntary vaccinations speaks to the culture of accountability and patient safety shared by all Mid Coast Hospital employees.



## The Community Health Information Partnership

The Community Health Information Partnership (CHIP) of Curtis Memorial Library, Mid Coast Hospital, and Parkview Adventist Medical Center provides current, quality health and wellness information in a variety of formats to residents of the Midcoast region. Over the past ten years the CHIP library has purchased almost 5,000 items that are available at Curtis Memorial Library to area residents.

In 2012, the library loaned approximately 680 items per month plus an additional 70 items per month out to other libraries via interlibrary loan. Total circulation for the collection was 63,469. In addition, CHIP organized free community health programs that included a well-attended *Fall Prevention Event* and *Suddenly You're a Care Giver*, a series that focuses on caring for those that can no longer care for themselves.



# Reducing The Cost of Healthcare

## Leading the way to lower costs



The cost of healthcare is the single largest component of our national debt and healthcare costs in the State of Maine are 25% more than the national average. These costs are a burden to residents and as a community we must find ways to reduce this burden.

At Mid Coast, we have become leaders in the effort to bring down the cost of healthcare in our region by identifying innovative ways to reduce costs and opportunities to pass on those savings to our community. As the Triple Aim outlines, it is essential that as cost saving measures are identified, patient experience and quality of care are not compromised.

### Patient-Centered Medical Homes

In collaboration with the Maine Quality Forum, Maine Quality Counts, and the Maine Health Management Coalition, Mid Coast Medical Group Adult Care and Internal Medicine in Bath and Primary Care in Brunswick will be transitioning into Patient Centered Medical Homes (PCMH).

The PCMH model focuses on creating primary care teams that manage all aspects of a patients' care, from chronic disease prevention to hospital admissions. This will achieve the best possible outcomes for our patients, especially those with complex or chronic conditions, and will improve the health of each of our patients, while lowering health care costs in the long run.

### Blue Wrap Recycling Program

Mid Coast Hospital implemented a new Blue Wrap recycling program this year. The first of it's kind in Maine, the new recycling program will serve as a model for other hospitals that are looking to reduce costs while caring for the environment.

By participating in recycling efforts, we are not only reducing our impact on the environment, but we are reducing waste that is costly to dispose of. We can pass on those savings to our patients, contributing to the overall reduction of healthcare costs for our community.

### Community Care Team

CHANS Home Health Care has been selected as a Community Care Team (CCT), a key component of the Patient Centered Medical Home Model. As a CCT, CHANS will work directly with local primary care physicians to connect patients to community health resources such as disease prevention and management, health promotion, and case management.

The CHANS Community Care Team will foster relationships with five of our local primary care practices to offer integrated, accessible, and evidence-based healthcare solutions to our patients. The benefit of working with this program is that we will be able to serve all individuals, regardless of their income and insurance status.

Physician practices operating under the PCMH model will be aligning with CCTs, such as CHANS, to further improve care and reduce avoidable costs for patients.

### Mid Coast Hospital Volunteer Services

The volunteers at Mid Coast Hospital are vital to our mission of providing modern, compassionate, value-driven healthcare for our communities. Nearly 500 volunteers help to keep hospital expenses down while contributing to a more pleasant patient experience.

This year we recognized 29 volunteers for achieving a milestone of 100 volunteer hours. We thank all of our volunteers for their invaluable commitment to the hospital and for making such a vast difference to our patients and staff.

# MID COAST HEALTH SERVICES

## Financial Statement

### SOURCES

	Fiscal 2011	Fiscal 2012
Net amounts received by Mid Coast Hospital, CHANS Home Health Care, Mid Coast Senior Health Center, and Mid Coast Medical Group for services rendered to patients, clients, and residents	135,074,633	139,762,405
Contributions, earnings on investments, and other revenue from activities not directly related to patient care	7,444,139	6,770,279
<b>Total sources of funds</b>	<b>\$142,518,772</b>	<b>\$146,532,684</b>

### USES

Salaries, wages, and employee benefits	75,132,270	82,819,871
Supplies and purchased services	37,284,784	39,129,287
Fees paid to physicians	4,957,934	4,574,310
Estimated cost of this year's use of property and equipment	6,625,579	6,312,885
Revenue tax	2,458,461	2,490,502
Interest expense	2,235,484	2,227,992
Provision for uncollectible accounts	5,373,828	5,539,774
Investments in capital replacements, new technology, and a general strengthening of Mid Coast Health Services' financial position as we continue to lead the way in providing quality healthcare to the Midcoast community	8,450,432	3,438,063
<b>Total uses of funds</b>	<b>\$142,518,772</b>	<b>\$146,532,684</b>

### SELECTED STATISTICS

#### Mid Coast Hospital

Inpatient Admissions	5,354	5,216
Outpatient Visits	167,641	180,678
<b>CHANS Home Health Care, Total Visits</b>	<b>36,681</b>	<b>39,929</b>
<b>Mid Coast Senior Health Center, Resident Days</b>	<b>32,632</b>	<b>31,785</b>
<b>Mid Coast Medical Group, Office Visits</b>	<b>98,002</b>	<b>119,793</b>

# Engaging with our community



Photo by Steve Trockman

As we look to national leaders and models for guidance to navigate the changing world of healthcare, our passion and our heart remains right here in our community, serving the residents of Midcoast Maine. We take great pride in offering the highest quality care, close to home, addressing a full continuum of needs at all phases of life. This year we focused on reaching out into the community, establishing new services to meet patient demand, and building strong partnerships that better position us for the future.

### Mid Coast Walk-in Clinic

Having been open for a full operating year, the Mid Coast Walk-In Clinic Downtown at Brunswick Station has proven to be a valuable resource for the community. To date the Clinic has seen more than 11,000 patients.

Over the summer we saw a high percentage of patients who were visiting from out of the area and we recognized the need for expanded hours. We increased our weekend hours by an additional two hours each day.

With patient demand so high and the threat of a bad influenza season, we are anticipating a higher utilization of Walk-In services this winter and therefore will continue to operate with the expanded hours.



Photo by Jeff Morris of The Pierce Studio

### Mid Coast Medical Group – Gastroenterology

In July 2012, Mid Coast opened a new care practice, Mid Coast Medical Group–Gastroenterology to provide gastroenterology and digestive health services to the Midcoast community.

Mid Coast Medical Group–Gastroenterology offers the latest in diagnostic and treatment capabilities for all digestive health needs and is focused on providing the highest quality care, close to home.

The Gastroenterology practice joins the following specialty groups of Mid Coast Medical Group:

- Adult Care/Internal Medicine
- Pediatrics
- Primary Care
- Women's Health Care
- Cardiology
- Nephrology
- Neurology
- Orthopedics
- Pulmonary, Critical Care & Sleep Medicine
- Surgical Care
- Urology
- Wound Care



**DIABETES CENTER TEAM** From left, Carol Freshley, RN, CDE; Christine L. Twining, MD; Alison Fernald, RD, LD, CDE; Liana B. Kelly, MSN, FNP; Judy Ventri, CCMA; and Christopher Holmes, PSR, all of the Mid Coast Center for Diabetes & Endocrinology at Mid Coast Hospital. (Photo by Gerry Maraghy)

### Mid Coast Center for Diabetes & Endocrinology

The Mid Coast Center for Diabetes & Endocrinology Center opened in August 2012 to provide medical care and education for adults living with diabetes. This is the first comprehensive diabetes care center to open in the Midcoast area.

In partnership with the patient's primary care doctor, we will be able to provide high quality care in a convenient and familiar setting, close to home. In it's first two months, the Center saw roughly 200 patients, a sign that the center has been well received and is meeting the needs of the community.

### Senior Health Center as a Community Resource

In addition to providing a full continuum of healthcare and wellness services for seniors, the Mid Coast Senior Health Center has become recognized as a community resource for members of the community to enjoy activities and events that better their lives in some way.

Throughout the past year, events have included dozens of craft shows, art exhibits, support groups, education classes, and a town hall forum that focused on Alzheimer and Dementia issues offered in collaboration with the Maine Chapter of the Alzheimer's Association.

Additionally, the Senior Health Center sponsors *Ounce of Prevention*, a series of speakers that focus on health information for the 55 and older community. The 2012 series featured seven programs with an average of forty people in attendance, covering such topics as asthma, hearing loss, and the rehabilitation process.

### New Doctors

Mid Coast Hospital continues to attract superior doctors from across the U.S. This year we welcomed the following doctors to our active medical staff:

- Ariel A. **Clark**, MD  
Emergency Department
- Emily T. **Demetriou**, MD  
Mid Coast Center for  
Diabetes & Endocrinology
- Liana B. **Kelly**, MSN, FNP  
Mid Coast Center for  
Diabetes & Endocrinology
- Lisa D. **Khoury**, MD  
Mid Coast Medical Group—*Orthopedics*
- Chad A. **LaChance**, MD  
Hospitalist
- Whitney L. **Latham**, DO  
Midcoast Pediatrics
- Alyson E. **Maloy**, MD  
Mid Coast Medical Group—*Neurology*
- Helge G. **Riemann**, MD  
Midcoast Dermatology
- Christine L. **Twining**, MD  
Mid Coast Center for  
Diabetes & Endocrinology



### The Thornton Oaks Lifestyle

In 2012 the residents of Thornton Oaks lead a stimulating and comfortable lifestyle while our caring staff provided the services that make homeownership easy. This past year, residents enjoyed a multi-day series of dining events, 12 art exhibits organized by the Resident Art Committee, resident-initiated interest groups, music and choral concerts, education classes, and a variety of speakers, from authors to historians that find an appreciative audience among our community members.

Our Thornton Oaks population continues to hover around 185, each of whom will receive priority consideration at the adjacent Mid Coast Senior Health Center should the need for increased care arise, thus facilitating the continuum of care at each juncture.

# THANK YOU

## 2012 DONORS \*

WE DEEPLY APPRECIATE THE GENEROUS SUPPORT WE HAVE RECEIVED from the donors listed in this report...grateful patients and their family members, year-round and seasonal residents, local businesses, private foundations, Volunteers, Auxilians, and others who care about Mid Coast Health Services.

The contributions received in 2012 helped us to purchase state of the art medical equipment, to offer health education opportunities to the community, to enhance the healing environment of our facilities, and to assist us in offering care for everyone in our community, regardless of their ability to pay. It is the generosity of these individuals that help us to provide modern, compassionate, value-driven healthcare for our community.

On behalf of the entire team at Mid Coast Health Services and the patients we are so privileged to serve...

*Thank you!*

**For more information** on ways of giving to Mid Coast Hospital, please call the **Development Office** at (207) 373-6064, or visit [www.midcoasthealth.com/gifts](http://www.midcoasthealth.com/gifts).

*\* Please Note: The names listed here represent donations received from December 16, 2011, through December 14, 2012. Gifts received after December 14, 2012, will be acknowledged in the 2013 Annual Report.*

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Lois N. Skillings, President and CEO of Mid Coast Hospital, right, presents a check in the amount of \$21,000, net revenues of the Mid Coast Classic- 19th Annual Golf FORE! Health Tournament, to Steven Trockman and Jessica Loney representing Healthline. (Photo by Gerry Maraghy)

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Richard H. Lancaster proudly places a nameplate on the Heritage Circle plaque for an endowment fund he established in memory of his wife, Carolyn J. Lancaster. Director of Development Michael Todd shares the joyful moment. (Photo by Gerry Maraghy)



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A bench in memory of Capt. Charles F. Richelieu was unveiled by his daughter, Jacquelyn Brauer, right, and Lois N. Skillings, President and CEO of the hospital, during a dedication ceremony in September. All donors to these green areas on our campus and our Nature Trail enhancement were recognized.

(Photo by Steve Trockman)

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More than 100 donors and friends of Mid Coast Health Services enjoyed delicious cuisine, music, and a fascinating program at the Annual Appreciation Dinner on October 18, 2012.  
 (Photo by Steve Trockman)

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