

# Annual Report 2016 Fiscal Year

OCTOBER 1, 2015 - SEPTEMBER 30, 2016



  
Maine Behavioral Healthcare  
MaineHealth

# Our Mission

Maine Behavioral Healthcare is committed to creating a seamless system of behavioral healthcare across Maine, coordinating hospital psychiatric care with community-based treatment services, and better access to medical care through integration with primary care services. Effectively coordinating client and patient care across multiple locations and treatment settings will not only provide optimal health outcomes, but serve as a national model for treating people with serious mental health issues.

# Our Vision

Committed to excellence in the care of each individual, Maine Behavioral Healthcare will become a nationally recognized leader in the provision of evidence-informed integrated healthcare.

# Our Values

EXCELLENCE

OWNERSHIP

PATIENT-CENTERED

INNOVATION

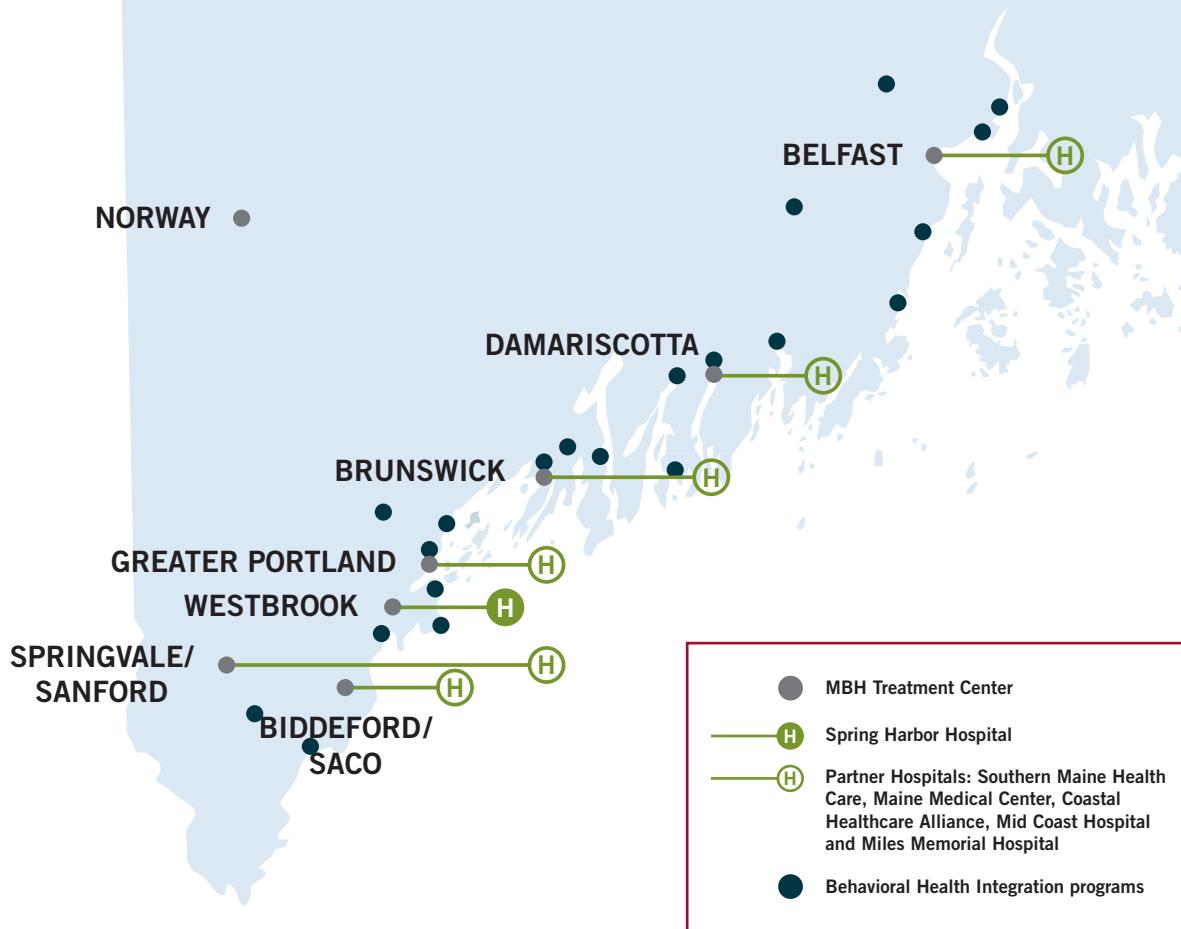
INTEGRITY

RESPECT

*Embrace change* Be a role model **Set high standards**

**Act with kindness and compassion** **Be an active listener** **TAKE RESPONSIBILITY**

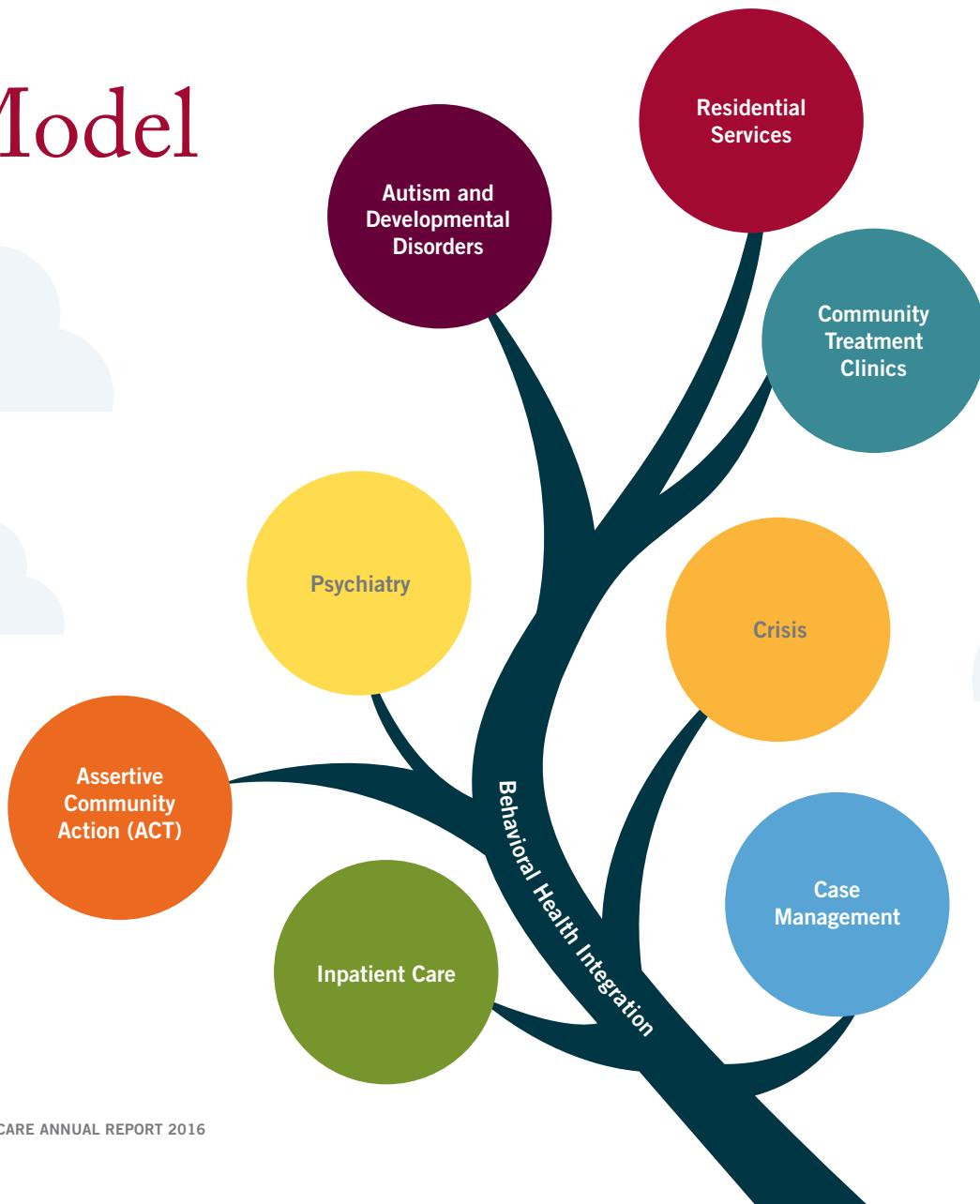
# Our Locations



Our Access Call Center answered 127,635 calls – all within 9 seconds.

Our Behavioral Health Integration program is embedded in over 95% of Maine Health primary care practices.

# Our Model



# Total Clients and Patients Served: 42,176\*

# Total Clients and Patient Visits: 321,500\*

\*Includes MMC, SMHC and Coastal Healthcare Alliance behavioral health services

## 5

### Assertive Community Treatment

Our five ACT Programs provided direct outreach to people in Springvale/Sanford, Saco/Biddeford, Greater Portland, and Brunswick.

## 247

### Community Treatment Clinics

We provided an average of 247 therapy sessions daily

## 2,613

### Case Management/ Behavioral Health Homes

Our 60 case managers provided crucial support to 2613 clients and families out in the community.

## 10,000+

### Mobile Crisis and Crisis Stabilization Units

The Crisis Response Team responded to over 10,000 calls.

## 100+

### Residential Community Rehabilitation

We provided essential housing to over 100 people at 12 locations throughout Maine.

## 130

### Center for Autism & Developmental Disorders

We provided services and treatment to 130 children & adolescents at our center.

## 89

### Psychiatry Services

We are the largest provider of psychiatric services in the state with 89 psychiatrists, physician assistants and nurse practitioners.

## 1,605

### Spring Harbor Hospital Inpatient Care

We provided care to 1605 adults and 646 children & adolescents who stayed an average of 12 days.

# Dear Friends

Letter from the CEO and Board Chair

This has been another transformative year for Maine Behavioral Healthcare! Now in our second full year, we continue to grow our programs and services to support overall health by combining what we know is inseparable – mental and physical healthcare. If we want Maine people to thrive, we need a health care system that is rooted in all healthcare settings. By coordinating and integrating care in this way, we not only improve access to care, but provide far reaching services to nurture and strengthen the recovery of Mainers.

Throughout all segments of society, the importance of increasing awareness and reducing stigma in mental health and substance use treatment is foundational. Stigma not only impacts a person's willingness to seek help, but also influences the way government sets policy for program funding. Fortunately, Congress passed the 21st Century Cures Act in 2016, which identifies the need for more than \$1 billion in additional money to help states deal with opiate abuse alone. With the death rate from heroin overdoses climbing at an alarming rate, we are working closely with MaineHealth to provide appropriate treatment to help those living with the disease of addiction. Please see page 9 for details.

Another barrier to care is access to appropriate treatment. Here at Maine Behavioral Healthcare, we are unique in our ability to provide every level of mental health care. The challenge when treating the most acutely ill is the number of hospital beds available. In response to this, the Maine Department of Health and Human Services worked with us to open 12 new adult psychiatric patient beds at Spring Harbor Hospital, the first increase in inpatient psychiatric short-stay beds in Maine in more than a decade. This additional capacity will decrease lengths of stay in emergency departments and speed access to vital acute care services.

There has never been a more vital time for improving the availability and quality of psychiatric treatment. In the past, healthcare has focused on what is wrong with a patients' health instead of uncovering what has happened that might be contributing to behaviors like excessive eating or drinking. More and more evidence shows that adverse childhood experiences, or ACEs, have a profound and lasting impact on lifelong health and wellbeing. A study of more than 17,000 middle class Americans found that ACEs had a large role to play in adverse physical and mental health outcomes in more than 60% of adults.

A collaborative approach to providing medical and psychiatric care can be the beginning of transformative change. We are proud to be the behavioral healthcare provider for MaineHealth, improving access to provide solid grounding for lifelong well-being in all of our communities.

Kind regards,

A handwritten signature in black ink that reads "Nancy Hasenfus, MD".

Nancy Hasenfus, MD  
Board Chair

A handwritten signature in black ink that reads "Stephen M. Merz".

Stephen M. Merz  
President and CEO, FACHE

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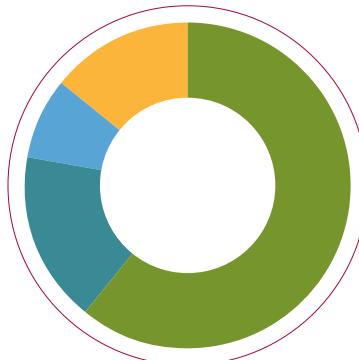
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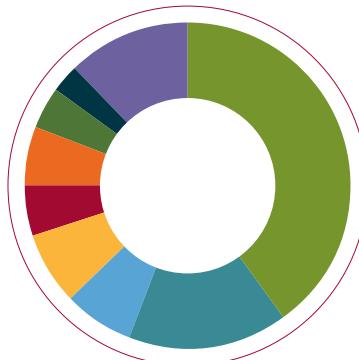
Stephen M. Merz, FACHE

# Financials



## REVENUES

State patient service revenues	\$50,992,168	61%
Commercial patient service revenues	\$13,764,277	17%
Medicare patient service revenues	\$6,963,379	8%
Other revenues	\$11,652,017	14%
<b>TOTAL REVENUES</b>	<b>\$83,371,841</b>	<b>100%</b>



## EXPENSES

Inpatient Care - SHH	\$50,992,168	61%
Outpatient Services	\$13,558,313	16%
Case Management and Behavioral Health Homes	\$5,780,118	7%
Crisis Services	\$6,041,685	7%
Residential Services	\$4,558,693	5%
ACT Programs	\$4,719,698	6%
Inpatient Care - contracts	\$3,832,935	4%
Behavioral Health Integration	\$2,422,798	3%
Other expenses	\$9,791,203	12%
<b>TOTAL EXPENSES</b>	<b>\$84,726,920</b>	<b>100%</b>

# Shelby's Story



“ Right now I see a future where I don’t have to worry about the burden of depression and anxiety. It runs deep in my family and I’ve learned how to live with it.”

—Shelby Martin

Shelby Martin was referred to LCSW\* Catherine McAllister for counseling when she was junior in high school after her father unexpectedly died of a heart attack. That same year, Shelby had also been in a car accident with her family, totaling their car, but luckily all four of them – her father, mother, sister and Shelby – walked away unharmed other than some bruising. Even though her father had had two previous heart attacks, he had recently seen his doctor, so his death was quite unexpected. “I had a lot of anger after my father passed away,” she explained. “The morning before he died, we had talked and I couldn’t remember if I had told him I loved him. I was angry at myself.”

With her older sister in college, Shelby and her mother were living at home and they argued frequently. As Shelby said, “My mom didn’t know how to deal with everything, and I had just been diagnosed with depression and anxiety.”

Living in a rural area with her mother, and far from other family members, Shelby felt alone and without support.

“When my Dad passed away, I was isolating myself.” Catherine helped Shelby work through her loss and grief, and her emotions of guilt, using evidence-based treatment in a short term treatment episode. “She helped me sort through the reality of my father’s mental and physical challenges.”

Later on, in another episode of care, Catherine helped Shelby work through the issues with her family, including relatives she was not speaking to. “I learned how to move on so we could still have a relationship.” Today Shelby and her mother also have a much better bond. “Through family counseling with my mom, along with individual therapy, Catherine taught me how to handle the difficult parts of our relationship.”

Now in her third year at the University of Southern Maine, Shelby considers herself in recovery, but is open to therapy later in her life if she needs extra support. “Right now I see a future where I don’t have to worry about the burden of depression and anxiety. It runs deep in my family and I’ve learned how to live with it.”

“This is a great example of the impact that big life events, and significant losses during crucial times in our development, can have in our lives. It also illustrates how the benefits of a series of brief treatment episodes, using evidence-based modalities, can be long lasting. Brief or episodic treatment is effective and can have a life changing impact.”

—Dr. Girard Robinson,  
Chief Medical Officer,  
Maine Behavioral Healthcare

\* Licensed Clinical Social Worker

# Responding to the Opiate Epidemic

Maine faces a growing epidemic of opioid abuse and addiction. In 2016, a total of 387 people died: a rise of 40% over the previous year. To address the growing need and leverage our integrated healthcare system with a coordinated response, MaineHealth has formed the Opioid Addiction Task Force to develop a coordinated response.

As a MaineHealth member, Maine Behavioral Healthcare is responding by leading a system wide effort to develop and implement an integrated treatment approach to combat this epidemic. This approach partners primary care providers with behavioral health and substance use experts to provide an evidence-based integrated MAT (Medication Assisted Therapy) treatment approach to be made available to hundreds of patients across our seven county service area.

## Mid-Coast Region Treatment: A collaborative effort between Maine Behavioral Healthcare, Mid Coast Hospital and Pen Bay Medical Center

To address the opiate epidemic in the mid-coast area, Maine Behavioral Healthcare developed the EMBARK substance use program with two other providers to offer access to any level of care depending on personal needs. Using a combination of counseling and medication-

*Research shows that people receiving medication-assisted therapy have a 67% success rate after two years, compared to only 3% success for those without medication.*

assisted therapy, EMBARK can provide successful addiction treatment, even for those who may have tried before without success.

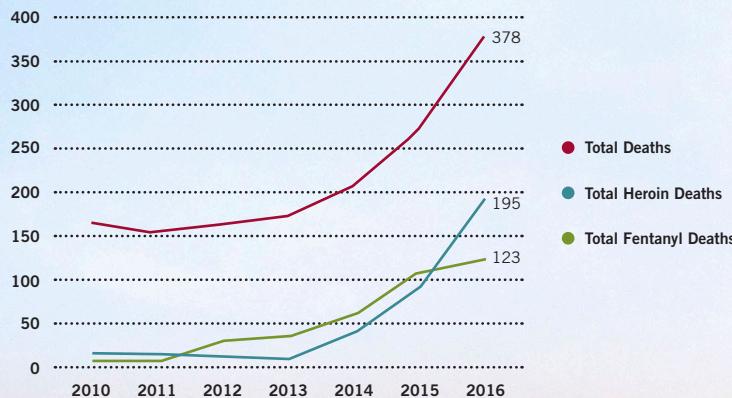
The EMBARK program uses medication treatment, including Bupenorphine (known by the trade name Suboxone), along with counseling to treat addiction. Research shows that people receiving medication-assisted therapy have a 67% success rate after two years, compared to only 3% success for those without medication. EMBARK follows best practices for treatment, including individual and group therapy, a social needs assessment for coordination of services like transportation, health

education, engagement with peer support services, and support to the next appropriate level of care.

Graph Sources: Marci Sorg, Margaret Chase Smith Policy Center at University of Maine, Office of the Medical Examiner, Office of the Attorney General

Data Point Sources: "Impact of Medication-Assisted Treatment for Opioid Addiction on Medicaid Expenditures and Health Services Utilization Rates in Vermont." Journal of Substance Abuse Treatment; Volume 67; August 2016.

## 2010-2016 Maine Drug Deaths



Medication Assisted Therapy (MAT) Treatment has proven to

decrease hospital treatment days by

**47%**

decrease Emergency Department visits by

**58%**





# Spring Harbor Expansion

A new 12-bed adult unit officially opened to accept new patients on May 31, 2016. At the Grand Opening Ribbon Cutting Ceremony, Commissioner Mary Mayhew spoke about the partnership between the Department of Health and Human Services and Spring Harbor Hospital to open the beds and reduce the wait times for patients in Emergency Departments seeking placement.

“We all are frustrated when we hear of individuals who are in an emergency department awaiting access to an inpatient bed. That’s not in their best interests.

It’s certainly challenging for staff in those emergency departments around the state,” Mayhew said. Wait times are growing longer in EDs for those needing psychiatric hospitalization; an average length of stay at the Maine Medical Center ED rose from 12 hours in 2012 to 21 hours in 2015.

As a division of Maine Behavioral Healthcare, Spring Harbor will be able to coordinate with other mental health providers, hospitals and primary care sites in southern Maine to admit patients for treatment. Spring Harbor now functions at full capacity with

400

additional patients served annually with the expansion

100 beds: 60 adult, 28 children/adolescent and 12 Developmental Disorder (for children/adolescent) beds.

We thank the many foundations and individuals who have contributed so generously to bring us three quarters of the way to our fundraising goal.



# Lunder Family Alliance

Thanks to a generous challenge grant, Spring Harbor Hospital has established the Lunder Family Alliance at Spring Harbor Hospital. The program is a unique, integrated program that was designed to address the specific—and very real—challenges of young adults who leave the hospital after treatment. Those challenges often include loss of a job, the confusion and stress of a hospital stay and concern about their overall health.

Because their family members have their own urgent need for help, the Lunder Family Alliance also was designed for them. They often describe feeling lost,

isolated and worn down by serving as the “shadow mental health system.” They may not understand their loved one’s diagnosis, yet they continue to endure frequent crises.

The Lunder Family Alliance’s comprehensive approach includes Employment Specialists to assist patients in finding employment or educational opportunities. The Purdy Family Navigator connects with families from the time their loved one is admitted to provide expert and caring navigation throughout their hospital stay.

“ For the first time in a long time, I am now thinking about what I want to do for a career and how that is possible.”

430

263

families were offered supportive counseling, education and resources by our Purdy Family Navigator

clients were referred to an Employment Specialist at one of our outpatient treatment centers

# Research and Grants

*At Maine Behavioral Healthcare, we believe a research investment in areas like autism, trauma, children's exposure to violence, and the benefits of co-locating medical and behavioral healthcare, will lead to innovation and discovery. The foundations that have supported our research promote the development of revolutionary treatments and ensure our connection with a nationwide network of best practices.*

## RESEARCH

### Autism Inpatient Collection Project and Spring Harbor Hospital Publishes New Study

A groundbreaking study by the Autism and Developmental Disorders Inpatient Research Collaborative, known as the Autism Inpatient Collection was published in the journal Molecular Autism in November 2016. The findings provide information about the most severely affected by Autism Spectrum Disorder, including those with intellectual disability, expressive language impairment, and low adaptive functioning. The ADDIRC study, led by Matthew Siegel, MD, Director of Spring Harbor Hospital's Developmental Disorders program, is being conducted by six specialized child psychiatry hospital units: Spring Harbor Hospital/Maine Medical Center Research Institute, Bradley Hospital, Cincinnati Children's Hospital, Children's Hospital Colorado, Sheppard Pratt Health Systems, Western Psychiatric Institute and Clinics.

### Research Study: The Mental Health Aftermath of the 2015 Earthquakes in Nepal

The magnitude 7.8 earthquake that struck Nepal on April 25, 2015 killed more than 8,000 people and injured over 21,000. Entire villages were flattened, leaving over 450,000 people displaced with many still homeless more than a year later. The effects of earthquakes go far beyond immediate physical destruction. Natural disasters such as earthquakes are a major source of post-traumatic stress throughout the world. With support from the Maine Medical Center Research Institute (MMCRI) and the Department of Psychiatry at MMC, a clinical team traveled to Nepal to investigate the impact on mental health among survivors of the earthquakes. Working with colleagues from Georgia, California and Nepal, the team focused on a village near the earthquake epicenter where every home was destroyed.



## GRANTS

### Youth Violence Prevention (YVP) Expansion and Enhancement Project

The Office of Juvenile Justice and Delinquency Prevention has awarded the City of Portland, in collaboration with Maine Behavioral Healthcare, an award of \$500,000 for one year to adopt practices and implement models to achieve shared violence prevention outcomes in Portland. Initiatives include community-based trainings on youth violence prevention strategies, the implementation of violence prevention curricula in schools and evidence-based clinical treatment to children exposed to violence. In addition, an MBH clinician is embedded in the Portland Boys and Girls Club to assist staff with trauma-informed behavioral strategies and ensure clubhouse members are connected to appropriate resources.

### Project BRAID (Building Resilience in Areas Impacted by Domestic Violence)

The Administration for Children and Families has awarded Maine Behavioral Healthcare \$375,000 per year for a two-year project to address childhood exposure to domestic violence in Maine. The project will serve York County, Washington County, and the Passamaquoddy Tribal Reservation at Pleasant Point. Project BRAID is a two year comprehensive resilience-building program of training, technical assistance, and trauma treatment provision aimed at improving system responses to non-abusing parents and their children.

## MULTI-YEAR GRANTS

### **The Lunder Family Alliance at Spring Harbor Hospital**

Spring Harbor Hospital was awarded a \$100,000 grant from UNUM and a \$20,000 grant from the Sam L. Cohen Foundation for the Lunder Family Alliance at Spring Harbor Hospital, a unique, integrated program to enhance recovery for young adults and support their families through meaningful work, caring assistance and family support and education. Funding supports the Purdy Family Navigator, Employment Specialists and other program components.

### **SAMHSA grant to support Primary and Behavioral Healthcare Integration**

The Pride Program, a four-year Primary and Behavioral Health Care Integration (PBHCI) grant in York County, provides coordinated and integrated health services. By co-locating primary care medical services in community-based mental and behavioral health settings, adults with serious mental illnesses and/or co-occurring substance use disorders, who have or are at risk for chronic health conditions, are showing improved health outcomes.

### **Autism Inpatient Collection**

A \$4.1 million foundation grant from the Simons Foundation and NLM Family Foundation for a multi-site study enrolling children and adolescents with Autism Spectrum Disorder aged 4–20 years admitted to six specialized inpatient psychiatry units.

### **Change-sensitive Measurement of Emotion Dysregulation in Autism Spectrum Disorder**

A \$2.5 million grant from the National Institute of Mental Health to develop a new measure outcome measure to capture change in emotional distress in individuals with autism.

### **Maine-based Leadership Education in Neurodevelopmental and Related Disabilities (LEND)**

A \$2.2 million grant from the Health Resources and Services Administration to train healthcare providers, parents, educators and others to improve the health of children with Autism Spectrum Disorder and other Neurodevelopmental Disabilities.

### **Maine Children's Trauma Response Initiative**

A \$1.6 million grant from the Substance Abuse and Mental Health Services Administration as part of the National Child Traumatic Stress Initiative for the implementation of trauma-focused cognitive behavioral therapy for children exposed to trauma throughout Maine.

### **Portland Defending Childhood**

A \$2.7 million demonstration project through the Department of Justice in partnership with the City of Portland to prevent, intervene, and treat childhood exposure to violence.

### **The PRIDE Program**

#### **(Prevention, Recovery, Integration and Delivery through Engagement)**

A four-year Primary and Behavioral Health Care Integration grant in York County, provides coordinated and integrated health services by co-locating primary care medical services in community-based mental and behavioral health settings.



photo credit: Amy Paradyz Portland Press Herald

# Honor Roll of Donors

*Thank you to the following donors who supported Maine Behavioral Healthcare between September 1, 2015 and October 3, 2016. We are pleased to recognize your commitment to our mission.*

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Barbara Taylor  
Creighton Taylor  
TD Bank, N.A.  
Philip P. Thompson, Jr.  
B. Michael Thurlow  
Sigitas and Zygmunt Tomczuk  
Dean G. Tourigny, DDS PA  
Town of Cape Elizabeth  
Town of Freedom  
Town of Kennebunk  
Town of Lebanon  
Town of North Berwick  
Traditions Italian Ristorante  
TruChoice Federal Credit Union  
Alison Turcotte  
Liz and David Turesky  
Melania Turgelsky  
Kathy Tyson

United Way of Central and Northeastern Connecticut  
United Way of Greater Portland  
United Way of Massachusetts Bay and Merrimack Valley  
University of New England  
UNUM  
Anne and Jeffrey Valley  
Daniel D. Viiger  
Martha E. Vignola  
Patricia and Lyle Voss  
Natasha Wallace  
Patty Jo Walton  
Bill Wang  
Maureen and David Wedge  
Jane Wellehan  
Town of Wells  
Annie and Owen Wells  
Susan and Jeffrey Welton  
Westbrook School Department  
Westbrook Woman's Club  
Julia and Richard White  
Sally Whitten  
Wine Wise  
Ann and Thomas Withee, Sr.  
Woodard & Curran  
Mark Woodhead  
Merrill and Charles Woodworth  
Wright-Ryan Construction, Inc  
Karen and Gregory Wyman  
Annie and Ron Young  
Michelle Zichella and Michael Whittaker  
Zonta Club of Southern Maine  
Anonymous (4)

## Memorial and Tribute Gifts

*These gifts are a powerful way to honor or remember your loved one. Your gift provides critical funds to continue our work to provide a seamless and compassionate continuum of care through a community of providers.*

Joyce and Paul Cotton  
in memory of John Doherty  
Richard Couture  
and Polly LeVasseur  
in memory of Rita Couture  
Valerie and Donovan Currier  
in memory of Sandy Colello  
Sandra D'Attilio  
in memory of William D'Attilio  
Georgann Dickey  
in memory of Sandy Colello  
Rebecca and John Gibbs  
in memory of Sandy Colello  
Jerome Gillis  
in memory of Barbara Gillis  
Joanne and Evangelos Glicos  
in memory of Sandy Colello  
Betts Gorsky  
in honor of Creighton Taylor

Barbara Gros  
in memory of Charles Coillins

Deborah Henry  
in memory of Sandy Colello

Nancy B. Hodermarsky  
in honor of David Smith

Venus and Michael Kane  
in memory of Sandy Colello

Janeace and Jeremiah Libby  
in memory of Sandy Colello

The Courtyard Racquetball Gals  
in memory of Sandy Colello

Rebecca and John Marr  
in honor of Susie Marshall

Michael S. Levine Memorial Fund  
in memory of Michael Levine

Debra and Brian Nelson  
in memory of Virginia Nelson

Jacquelyn and Benedict Palubinskas  
in memory of Sandy Colello

Susan and Kevin Parker  
in memory of Sandy Colello

Riverside Golf Association  
in memory of Sandy Colello

Sigita and Zygmunt Tomczuk  
in memory of Karl Wulf

Natasha Wallace  
in memory of Robert Soper

Patty Jo Walton  
in memory of Sandy Colello

Sally Whitten  
in memory of Sandy Colello

Ann and Thomas Withee, Sr.  
in memory of Sandy Colello

Karen and Gregory Wyman  
in memory of Sandy Colello



# Service Directory by Location

Call 1-844-292-0111 for an appointment

## BELFAST

15 Mid-Coast Drive  
338-2295



## BIDDEFORD

2 Springbrook Drive  
282-1500



*Southern Maine Health Care,  
Behavioral Health Services*



## BRUNSWICK

11 Medical Center Drive  
373-9417



CORE ACT Team  
66 Baribeau Drive  
373-9466



## Mid Coast Hospital

*Emergency Dept.*  
123 Medical Center Drive  
373-6000



## PORTLAND

165 Lancaster Street  
874-1030



Trauma Services for Children & Families  
Deaf & Hard of Hearing Services  
Refugee Immigrant Services

## ACCESS ACT Team

576 St. John Street  
780-0020

ACTION ACT Team  
106 Gilman Street  
661-6415



*Maine Medical Center,  
Department of Psychiatry*  
216 Vaughn Street

662-2221



## NORTH BERWICK

Residential



## NORWAY

139 Main Street  
282-1500



## ROCKLAND

12 Union Street  
701-4400



Crisis Stabilization Unit  
39 Glen Street  
701-4400



*Pen Bay Medical Center,  
Department of Psychiatry*



## SACO

Crisis Stabilization Unit  
31 Beach Street  
282-1500



## SOUTH PORTLAND

236 Gannett Drive  
661-3600



Executive/Administrative  
78 Atlantic Place

## SPRINGVALE/SANFORD

474 Main Street  
324-1500



## WESTBROOK

*Spring Harbor Hospital,*  
123 Andover Road  
761-2200



YORK  
Residential



Adult ACT Programs



Residential and Supported  
Housing



Intensive Outpatient and/or  
Partial Hospital



Autism and Developmental  
Disorders



Crisis Services



Case Management and  
Behavioral Health Homes



Psychiatry



Counseling Services



Substance Use



We have Peer Support Services throughout our continuum

KEY

**CENTER FOR AUTISM  
AND DEVELOPMENTAL  
DISORDERS (CADD)**  
236 Gannett Drive  
South Portland  
661-3600  
CADD Clinic  
CADD Day Treatment  
CADD Telephone Consult Service  
CADD Clinical Research

**SPRING HARBOR HOSPITAL**

123 Andover Road  
Westbrook  
761-2200  
Mental Health Services  
(Child, Adolescent and Adult)  
*Spring Harbor Academy*  
Hospital-based, Special-purpose  
School for Children in the  
Developmental Disorders Program

**CRISIS RESPONSE SERVICES**

888-568-1112  
York County  
Knox County  
Waldo County  
Cumberland County  
Trauma Intervention Program  
(661-6478)

**BEHAVIORAL  
HEALTH INTEGRATION  
IN PRIMARY CARE**

*Provided in these Health Systems:*

Lincoln County Health Care  
Mid Coast Medical Group  
Maine Medical Center  
Maine Medical Partners  
Pen Bay Medical Center  
Southern Maine Health Care  
Waldo County General Hospital  
Western Maine Healthcare

**EXECUTIVE/  
ADMINISTRATIVE OFFICES**

78 Atlantic Place  
South Portland  
842-7700  
Patient Accounts and Billing  
Human Resources  
Information Technology  
Marketing and Communications



