

ANNUAL REPORT 2023

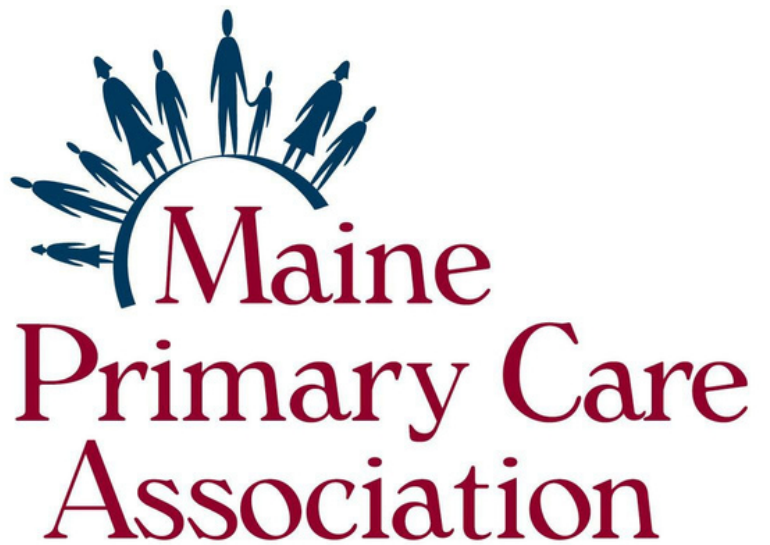


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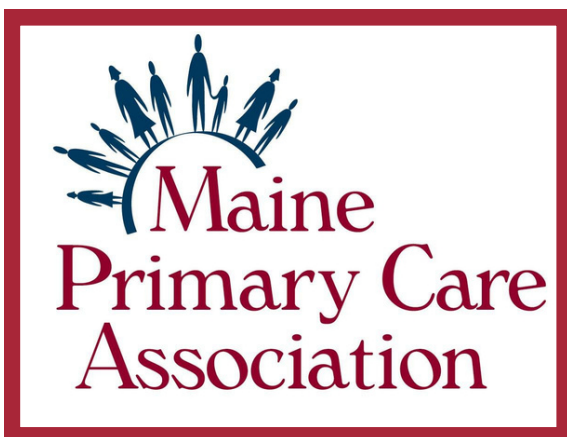
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A MESSAGE FROM THE CEO

Dear Friends and Colleagues:

This is our first year developing an Annual Report and I am delighted to share it with you! If you are new to MPCA, I hope you are able to learn more about our organization and the tremendous work that our staff does in support of Maine's Community Health Center Network. If you are an MPCA member or partner, perhaps you will discover a new avenue for potential collaboration or be reminded of our successes in 2023.

It takes an incredible team to do this work, and I am thankful for the commitment, tenacity, and value that the MPCA team brings to the table every day in support of Maine's Community Health Centers.

At the center of our work is our deep gratitude for the commitment that Community Health Centers make every day to support their patients. Thank you to the staff of CHCs across Maine for your dedication to making primary health care accessible and equitable for all.

DARCY SHARGO
CHIEF EXECUTIVE OFFICER
MAINE PRIMARY CARE ASSOCIATION



*Always grateful for
Maine's CHC Network*



MAINE PRIMARY CARE ASSOCIATION

Maine Primary Care Association (MPCA) is a membership organization that represents the collective voices of Maine's Community Health Centers (CHCs), which provide high quality, accessible, and equitable primary and preventive care, including behavioral health and dental services, for 1 in 6 Mainers.

For more than 40 years, MPCA has provided technical assistance and training, housed relevant programs and services, and advocated on behalf of Maine's healthcare safety net and the hundreds of thousands of patients it serves each year. Optimal performance and innovation requires ongoing education and development that meets you where you are. MPCA's webinars, workshops, coaching, and board & committee meetings target identified CHC needs and interests, as well as external trends, to nurture learning and growth.

Within this work we aim to amplify the messages of Maine's CHCs and strengthen health centers with programs and services such as clinical quality improvement initiatives, workforce development, advocacy, billing & coding, community outreach, health information technologies, risk management planning, strategic planning, and technical assistance.

MEMBER VALUE & IMPACT

35+ INTEREST GROUPS

Health center staff connected and collaborated with colleagues across the health center network.

225+ TA REQUESTS

MPCA team provided direct technical assistance to health centers throughout the state.

2150+ ATTENDEES

MPCA trainings and events were attended by health center staff from all CHCs.

OUR MISSION

To champion and maximize the value of Maine's statewide Community Health Center network for the health and well-being of all Maine people.

OUR VISION

A Maine where health care is high quality, comprehensive, affordable, and accessible to all.

OUR VALUES

Our work, and that of our members, is rooted in the values of strategy, innovation, quality, collaboration, and authenticity.

MPCA TEAM

STAFF

ASHLEY CLEARY, CQI PROGRAM MANAGER

HILLARY COLCORD, CHIEF OF CULTURE

MEGAN CROSS, DATA SYSTEMS PROGRAM MANAGER

EMILY FERRY, WORKFORCE INITIATIVES DIRECTOR

LISA FROST, FINANCE DIRECTOR

HANNAH HUDSON, POLICY DIRECTOR

LESLIE LORENTZEN, WORKFORCE PROGRAM MANAGER

BOBBY MARTIN, COMMUNITY HEALTH INNOVATION & PARTNERSHIPS DIRECTOR

DR. CHRIS PEZZULLO, CHIEF CLINICAL OFFICER

PATRICK SCORESE, DEVELOPMENT DIRECTOR

DARCY SHARGO, CHIEF EXECUTIVE OFFICER

SHARON STANLEY, OPERATIONS IMPROVEMENT DIRECTOR

ANDREA WATKINS, TRAINING & COMMUNICATIONS SPECIALIST

SUSAN WHITTAKER, TRAINING & RISK MANAGEMENT PROGRAM MANAGER

BRYAN WYATT, CHIEF PUBLIC AFFAIRS OFFICER

KEY PARTNERS

ADVOCACY

- DRUMMOND WOODSUM STRATEGIC CONSULTING
- COLLEEN MEIMAN, STATE & REGIONAL ASSOCIATION OF PCAS

EQUITY LEADERSHIP

- UP WITH COMMUNITY

HEALTH CENTER CONTROLLED NETWORK

- HEALTH INITIATIVES CONSULTING
- JENNIFER SCHOONOVER INDEPENDENT CONSULTING

LEGAL SERVICES

- KOZAK & GAYER

PATIENT SAFETY ORGANIZATION

- ECRI
- MAINE MEDICAL ASSOCIATION CQI

VALUE BASED CARE

- HOSTETLER GROUP
- CURT DEGENFELDER CONSULTING

WORKFORCE INNOVATION NETWORK

- THE TAPERT GROUP
- JSI RESEARCH & TRAINING INSTITUTE
- COMMUNITY CARE PARTNERSHIPS OF MAINE
- MAINE AREA HEALTH EDUCATION CENTER



MPCA Staff at the 2023 Annual Conference



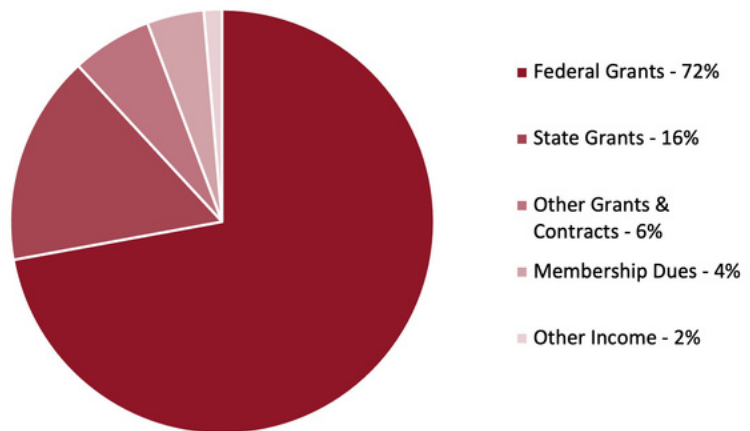
MPCA Staff Appreciation Day at Viles Arboretum

FINANCIAL REPORT

MPCA is committed to being a good steward of our financial resources and we appreciate the work of our finance staff and committee members to support this effort. The numbers here reflect totals from our most recent audit (Fiscal Year 2022).

| | |
|-----------------------|--------------------|
| Total Revenue | \$3,044,410 |
| Total Expenses | \$2,959,136 |
| Assets | \$2,215,248 |
| Liabilities | \$611,866 |
| Net Assets | \$1,603,382 |

REVENUE



Major Grants & Programs

Bureau of Primary Health Care
PCA Cooperative Agreement

Health Center Controlled
Network

- Maine CDC
- Building our Largest Dementia (BOLD) Infrastructure
 - Colorectal Cancer Screening
 - Zero Suicide Initiative

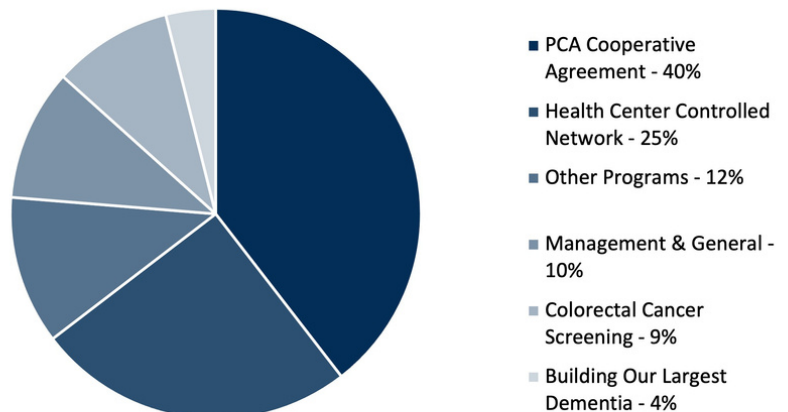
- Maine Health Access Foundation
- Advocacy
 - Community Health Workers
 - Outreach & Enrollment

Maine Immunization Coalition

Maine Workforce Innovation Network

Rural Health Network Development

EXPENSES



POLICY AND ADVOCACY

The MPCA Policy Team is proud to represent Maine’s Community Health Center (CHC) network in Augusta and Washington, DC, as we advance policies to enhance access to affordable and high-quality health care for all. Our work in 2023 focused on educating legislators on how CHCs are leaders across the state when it comes to primary care delivery and testifying on legislation in line with our policy priorities.

A major highlight of the first session of the 131st Legislature was the passage of LD 1768, MPCA’s priority legislation. “An Act to Clarify the MaineCare Rate Determination Requirements” was signed into law by Governor Mills and amends the Department’s rate-setting process statute, 22 M.R.S. § 3173-J. This provides that a rate determination process must be undertaken for every MaineCare section of policy no less frequently than every 5 years.

At the Federal level, MPCA has remained engaged with our Congressional Delegation as we work toward securing funding for our CHCs across the country. We also provided comments to federal regulators on issues of importance to CHCs including telemedicine, 340B, prior authorization, and the annual Physician Fee Schedule, among others.



MPCA staff and CHC leaders on Capitol Hill in 2023 for meetings with Maine’s congressional delegation.

ADVOCACY IN ACTION

PRESENTED IN FRONT OF 7 COMMITTEES

DELIVERED 40+ PIECES OF TESTIMONY

INTERACTED WITH 100+ LEGISLATORS

2023 POLICY PRIORITIES

- LEADING CARE TRANSFORMATION AND RE-DESIGN EFFORTS
- PROMOTING PRIMARY CARE INVESTMENT AND SYSTEM IMPROVEMENTS
- SUPPORTING EQUITY AND ACCESS IN PRIMARY CARE
- PROTECTING THE 340B DRUG DISCOUNT PROGRAM
- ADDRESSING WORKFORCE CHALLENGES
- CONTINUING EDUCATION INITIATIVES WITH KEY STAKEHOLDERS

VALUE-BASED CARE

PROGRESS ON PAYMENT REFORM

Emerging from the pandemic, Maine's CHCs were operating at a distinct financial disadvantage. CHCs were one of the only provider groups in Maine that did not receive any direct state relief during COVID, despite being on the front lines of the state's COVID response and facing many of the same operational, clinical, and financial challenges as other health care providers.

Unlike other providers, CHCs also had not had their MaineCare reimbursement rates recalculated in over 20 years. The average gap across health centers between the payment rate and cost of care was 60%. That changed with the passage of MPCA-led legislation in 2022 and 2023. These bills were vital to promoting the long-term viability of Maine CHCs and will ensure that CHCs are able to contribute optimally to the health care system and to continue to lead in delivering innovative and integrated primary care.

After a complex cost reporting process with the Office of Maine Care Services (OMS) and their vendor, CHCs received a long overdue rate recalculation effective March 1, 2023. These new rates reflected individual CHC costs and provided an average 45% increase in rates across the network, equating to approximately \$16 million in much-needed additional revenue statewide. These new rates mark the foundation for anticipated payment transformation moving forward.

OUR GOALS FOR APM DEVELOPMENT

We find ourselves eager to launch into continued dialogue with our partners at OMS to explore the next potential iteration of payment reform for Maine's CHCs.

Our goals for an Alternative Payment Model (APM) continue to guide our efforts:

- The APM for Maine's CHCs supports innovations in care delivery;
- Clinical Guidelines for VBC are standardized and supported by the new APM;
- The APM's design and implications for CHC practice are defined and well-understood across the Network;
- CHCs are fully prepared to transition to the new APM;
- All stakeholders are engaged and informed throughout the APM development process; and
- CHCs have access to the necessary training and technical assistance needed for success.

2023 SUCCESSES

Established strategy and approach to FQHC Capitated APM development

Hosted sessions with PCAs across the country to share lessons learned

Launched a VBP Listening Tour with Maine CHCs

Identified areas of T/TA

Engaged in constructive dialogue with MaineCare leadership

PATIENT SAFETY ORGANIZATION

The MPCA Patient Safety Organization (MePCA PSO) is the first Primary Care Association-led and FQHC-focused PSO in the country.

In 2023, MePCA PSO provided training, education, and consultative support in areas of patient safety risk and analysis, including how to conduct safety event reviews and refine management of patient safety evaluation systems, to 14 CHC members. Additional educational and coaching opportunities included how to frame an investigation, the process of conducting the investigation, knowledge elicitation in support of context-based data collection, identifying corrective options, developing effective corrective actions, and monitoring corrective actions for intended and unintended effects.



EVALUATION SYSTEMS

We prioritized our focus on assisting our new and current members with the creation of their individualized patient safety evaluation systems (PSES).

SAFE TABLES

We conducted quarterly Safe Tables - confidential group learning events focused on a particular safety concern - and used a Project ECHO-like “all teach, all learn” modality. Some of our recent Safe Tables topics have included preparing for the next pandemic, workforce issues, and Justice, Equity, Diversity & Inclusion (JEDI).

RHND GRANT

The MePCA PSO was awarded a HRSA Rural Health Network Development (RHND) program grant to promote development of an integrated health care network. Through this grant process we created a space where PSO network members could progress along a continuum of active involvement toward improvements in care.

INFORMATION SHARING

MePCA PSO staff distributed robust primary care-related news, articles of interest, and trainings on a weekly basis.

HEALTH CENTER CONTROLLED NETWORK

Maine Primary Care Association operates a Health Center Controlled Network (HCCN), the Community Health Center Network of Maine (CHCNet), which launched in 2005. Recognized as an important source of health information technology (HIT) related value, CHCNet has expanded to include 16 participating community health centers (CHCs) with a total of 78 sites, which are moving forward collaboratively on their mission “to strengthen and improve population health outcomes by leveraging health information technologies and building strong systems of care.”

In 2023, we wrapped up the first year of our new grant period and began our second year. During this time, CHCNet has made significant strides toward increasing the participation of health center staff at all levels. Our Steering Committee, representing 5 health centers, is reviewing the work plan for Year 3 to ensure that our activities reflect the needs of the health centers.

WORK GROUPS

4 electronic health record (EHR) user groups met monthly. Meetings included attendance by a representative of EHR vendors, who offered training and technical assistance on the use of the EHR. The work groups have provided assistance with HCCN reporting, patient portal implementation, patient referrals, UDS+/FHIR implementation, workflows, and answers on health center specific questions.

A Power BI workgroup provided assistance to health centers on development of reports. We have automated our IWP reporting form using Google Docs, which is uploaded to Power BI so that we can easily report to stakeholders. We also provided assistance to several health centers establishing an interface with Quest Labs.

TRAINING & TECHNICAL ASSISTANCE

The HCCN Team responded to over 50 TA requests in Year One of the new grant period and 37 TA requests in the first part of the Year Two. Requests covered everything from order sets to patient portals.

Training has been provided on topics such as common HIPAA mistakes, cybersecurity, information blocking, HCC coding, getting the most of HealthInfoNet, and safe practices when providing services through telehealth and remote patient monitoring.

WORKFORCE INITIATIVES

MAINE WORKFORCE INNOVATION NETWORK (WIN)

MPCA is the only Primary Care Association in the country to receive a HRSA WIN grant. Funding comes through the Federal Office of Rural Health Policy.

The goal of this project is to enhance clinical and operational capacity to address population health needs of rural communities impacted by COVID-19. This program is meant to expand public health capacity by supporting health care job development, training, and placement in rural communities. Our specific focus is on Community Health Support: community health workers (CHWs), medical assistants (MAs), and dental assistants (DAs).

WIN MEMBERS

| | | |
|----------------------------------|--------------------------------------|---|
| Bucksport Regional Health Center | Health Access Network | Maine Mobile Health Program |
| Fish River Rural Health | HealthReach Community Health Centers | Nasson Health Care |
| Greater Portland Health | Hometown Health Center | Penobscot Community Health Care |
| Harrington Family Health Center | Islands Community Medical Services | St. Croix Regional Family Health Center |

YEAR ONE SUCCESSES

- Established the MPCA CHW Peer Group
- Distributed the MA Quality Skills Enhancement Toolkit
- Attended 9 school and community hiring events to discuss careers in health care
- Launched free CareerStep training program for MAs and DAs and provided 2 information sessions for WIN members
- Provided 11 trainings and facilitated discussions on workforce development topics such as social media, supervision, cultural humility
- Developing phlebotomy training offerings

TRAINING PARTNERS

- Community Care Partnership of Maine
- Consumers for Affordable Healthcare
- Maine Area Health Education Center at the University of New England
- Maine Department of Labor
- MCD Global Health
- Rinck Advertising

WORKFORCE INITIATIVES

In addition to WIN, MPCA has continued our commitment to supporting CHCs across the network with workforce recruitment, retention, and development efforts.

Workforce Development

- Disseminated and provided T/TA on MPCA's comprehensive workforce planning toolkit and templates
- Hosted peer and expert discussions on recruitment and retention innovations and best practices
- Participated in the state planning committee for a 2024 Health Workforce Summit hosted by Maine DHHS
- Hosted a "Precepting in Maine's CHCs" panel discussion at MPCA's clinical retreat
- Developed a section on the MPCA website specific to workforce activities and resources
- Completed 8 CHC site visits to interview teams to learn about best practices and challenges in integrating CHWs into the health center workforce

Partnership and Pathway Expansion

- Presented at NACHC PCA/HCCN Conference on Maine WIN Program and partnership with Federal Office of Rural Health Policy
- Collaborated with UNE PA Program, UNE Dental School, UMaine Nursing Program, UMaine Social Work Program, UMaine Health Professions Club, NMCC Nursing Program, Rural Integrated Behavioral Health in Primary Care Program
- Participated in Maine Oral Health Workforce Committee, Maine AHEC Advisory Committee, Building ME Committee, NERHA Education and Workforce Committee, NTTAP Workforce Peer Learning Networks, Roux Institute's Clinical Gap Year Advisory Board, Northeast Delta Dental Loan Repayment Steering Committee
- Connected with Maine-based residencies including Maine Dartmouth
- Educated students about pathways to CHC careers through career fairs and presentations



The MPCA Workforce Team presenting at events and schools around the state.

SIGNATURE EVENTS IN 2023

Legislative & Business Leaders Breakfast

MPCA’s Legislative and Business Leaders Breakfast is an important gathering of political, business, and healthcare leaders in the state. It offers a unique opportunity for attendees to engage with members of the legislature, partners in state government, representatives from the business community, and leaders driving Maine’s health centers forward.

During the March 2023 breakfast we premiered “A Secret No More,” a short film showcasing the amazing work that CHCs do in communities across the state and the value they bring to the healthcare system. The panel discussion, featuring the film’s cast, was a deeply inspiring conversation, highlighting the dedication that CHC staff bring to their work every day and the impact their work is having on CHC patients.



Scan here to view the video



Clinical Retreat

Our May 2023 Clinical Retreat, held at the Maine State Library, was an enriching gathering of healthcare professionals from diverse backgrounds, coming together to collaborate and share valuable insights. The retreat provided a platform for thought provoking sessions, fostering innovations and learning. Engaging presentations were provided by ECRI Institute, Health Access Network, Maine CDC, HealthReach, Northern Light Health, Northeast Telehealth Resources Center, Penobscot Community Health Care, Public Consulting Group, and the University of New England.

SIGNATURE EVENTS IN 2023

Annual Conference

Maine FQHCs: The Way Healthcare Should Be

In October 2023, we gathered at the Samoset Resort for in-depth presentations, discussions, and conversations. Attendees delved into topics such as recruitment and retention, integration of Community Health Workers (CHWs), Value-Based Payment (VBP), and building inclusive medical practices. There were also sessions focused on important clinical issues including remote patient monitoring, suicide prevention, oral health, patient safety, and quality improvement. Due to the tragic events in Lewiston that unfolded at the time, the second day of the conference was canceled as CHC leaders returned to their communities to provide care and compassion during an incredibly difficult time. Sessions from that day were converted to a webinar series.

During our follow up webinar series, we launched our Community Health Center Ambassador Program, a grassroots advocacy program, open to health center staff, board members, patients, community partners, and concerned citizens. Join us and help give voice to healthcare policies and priorities critical to Maine’s CHCs and the hundreds of thousands of Maine people they care for each year.



Scan here to learn more about the CHC Ambassador Program

2023 MPCA CLINICAL & ADMINISTRATIVE EXCELLENCE AWARDS RECIPIENTS

CAROL ECKERT, MD MEMORIAL AWARD
 DEMETRI BLANAS, MD, MPH
 MAINE MOBILE HEALTH PROGRAM



CAROL ECKERT, MD MEMORIAL AWARD
 MEGAN A. BREWER, DO
 COMMUNITY CLINICAL SERVICES



THERESA KNOWLES NP EXCELLENCE AWARD
 SARAH PELLETIER, FNP-C, CFCN
 FISH RIVER RURAL HEALTH

GENERAL EXCELLENCE AWARD
 NICHOLE BROWN
 GREATER PORTLAND HEALTH



TEAM-BASED EXCELLENCE AWARD
 RECUPERATIVE CARE TEAM
 GREATER PORTLAND HEALTH

MPCA STAFF AWARDS
 HCCN & POLICY TEAMS

BOARD OF DIRECTORS

COLEEN ELIAS
PRESIDENT

CHIEF EXECUTIVE OFFICER
COMMUNITY CLINICAL SERVICES

ELLEN KRAJEWSKI
VICE PRESIDENT

CHIEF EXECUTIVE OFFICER
EASTPORT HEALTH CARE

CAROL CAREW
SECRETARY

CHIEF EXECUTIVE OFFICER
BUCKSPORT REGIONAL
HEALTH CENTER

CONSTANCE COGGINS
IMMEDIATE PAST PRESIDENT

CEO & PRESIDENT
HEALTHREACH COMMUNITY
HEALTH CENTERS

CORINNE LAPLANT
MEMBER-AT-LARGE
EXECUTIVE DIRECTOR
ST. CROIX REGIONAL FAMILY
HEALTH CENTER

KRIS DOODY

CHIEF EXECUTIVE OFFICER
PINES HEALTH SERVICES

LORI DWYER

PRESIDENT & CEO
PENOBSCOT COMMUNITY
HEALTH CARE

CARTER FRIEND

EXECUTIVE DIRECTOR
YORK COUNTY CMTY ACTION CORP.
NASSON HEALTH CARE

CAMERON GARRETT

EXECUTIVE DIRECTOR
ISLANDS COMMUNITY
MEDICAL SERVICES

CARLA JUPITER

INTERIM CEO
CHIEF FINANCIAL OFFICER
MAINE MOBILE HEALTH PROGRAM

LAURIE KANE-LEWIS

CHIEF EXECUTIVE OFFICER
DFD RUSSELL MEDICAL CENTERS

TOM MACDONALD

CHIEF EXECUTIVE OFFICER
HEALTHWAYS/REGIONAL MEDICAL
CENTER AT LUBEC

DEMEE MANCHESTER

INTERIM CEO
CHIEF OPERATING OFFICER
HARRINGTON FAMILY
HEALTH CENTER

NICOLE MORRISON

CHIEF EXECUTIVE OFFICER
HEALTH ACCESS NETWORK

HEATHER PELLETIER

EXECUTIVE DIRECTOR
FISH RIVER RURAL HEALTH

JESSICA POTTER

ADMINISTRATOR
EAST GRAND HEALTH CENTER

ANN TUCKER

CHIEF EXECUTIVE OFFICER
GREATER PORTLAND HEALTH

LINDA WATSON

CHIEF EXECUTIVE OFFICER
SACOPEE VALLEY HEALTH CENTER

ROBIN WINSLOW

CHIEF EXECUTIVE OFFICER
HOMETOWN HEALTH CENTER

COMMITTEES

BOARD GOVERNANCE COMMITTEE

VACANT, CHAIR

CHCNET ADVISORY BOARD

CAROL CAREW, CHAIR
CHIEF EXECUTIVE OFFICER
BUCKSPORT REGIONAL HEALTH CENTER

EXECUTIVE COMMITTEE

COLEEN ELIAS, CHAIR
CHIEF EXECUTIVE OFFICER
COMMUNITY CLINICAL SERVICES

FINANCE COMMITTEE

MICHELLE EASTMAN, CHAIR
DIRECTOR OF FINANCE
SACOPEE VALLEY HEALTH CENTER

HCCN STEERING COMMITTEE

MARK HANKINSON, CHAIR
CHIEF OPERATIONS OFFICER
BUCKSPORT REGIONAL HEALTH CENTER

PUBLIC POLICY & COMMUNICATIONS COMMITTEE

COLEEN ELIAS, CHAIR
CHIEF EXECUTIVE OFFICER
COMMUNITY CLINICAL SERVICES

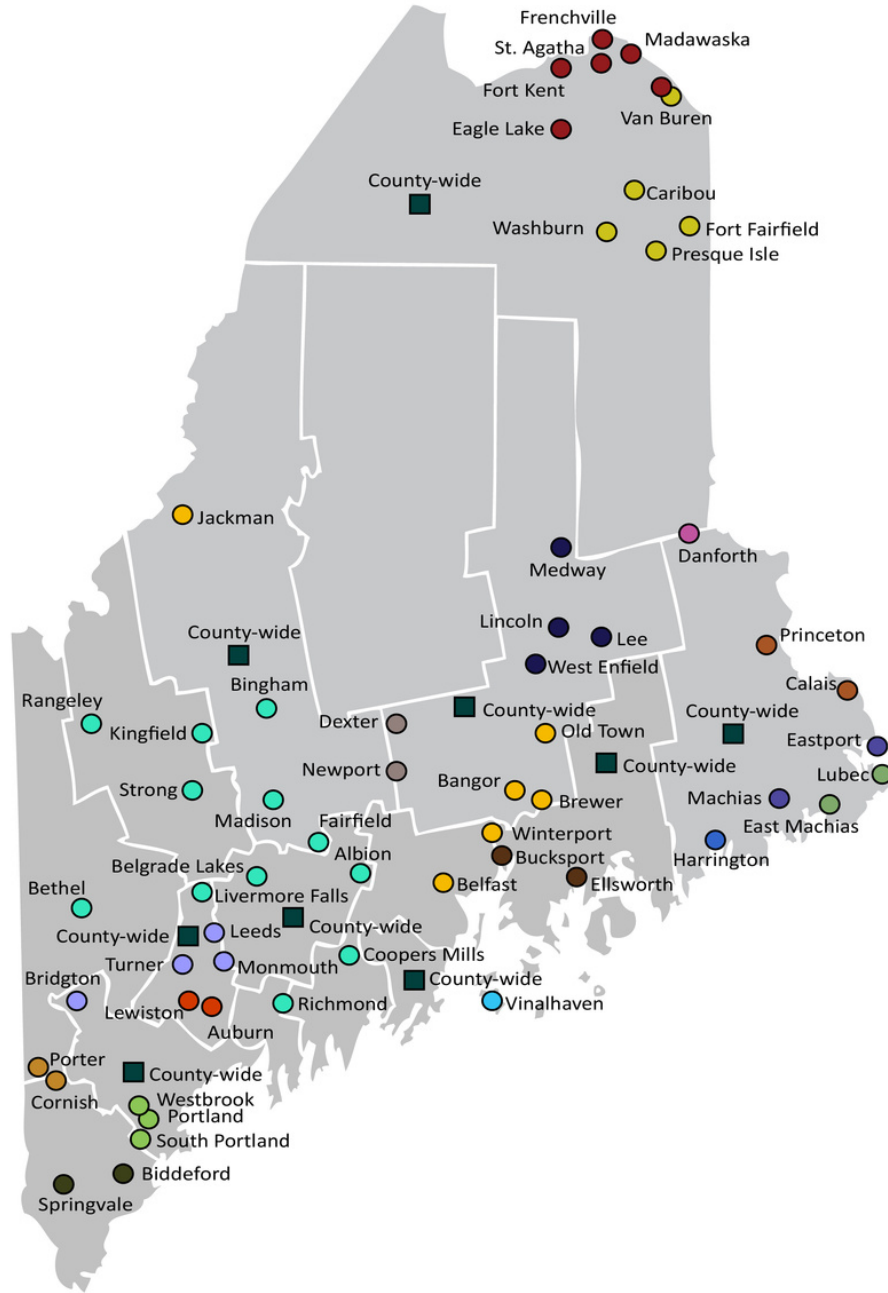
VBP STEERING COMMITTEE

COLEEN ELIAS, CHAIR
CHIEF EXECUTIVE OFFICER
COMMUNITY CLINICAL SERVICES

MPCA'S COMMUNITY HEALTH CENTER NETWORK



MPCA'S COMMUNITY HEALTH CENTER NETWORK



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