

# ANNUAL REPORT

2024



Maine  
Primary Care  
Association

# TABLE OF CONTENTS

A MESSAGE FROM THE CEO .....	PAGE 3
MPCA OVERVIEW .....	PAGE 4
BOARD OF DIRECTORS .....	PAGE 8
COMMITTEES .....	PAGE 9
SIGNATURE EVENTS .....	PAGE 10
POLICY AND ADVOCACY.....	PAGE 12
PROGRAM HIGHLIGHTS .....	PAGE 13
• BILLING & CODING	
• HEALTH CENTER CONTROLLED NETWORK	
• ORAL HEALTH PROGRAM	
• PATIENT SAFETY ORGANIZATION	
• QUALITY IMPROVEMENT PROGRAMS	
• VALUE-BASED CARE	
• WORKFORCE INITIATIVES	

# A MESSAGE FROM THE CEO

Dear Friends and Colleagues:

We are grateful for another year of meaningful work in support of Maine’s Community Health Center (CHC) Network. CHCs remain the employer, provider, and partner of choice in the work of primary care, ensuring that 1 in 6 Maine people receive the health care they deserve. Throughout 2024, I traveled to CHCs across the state. I left each visit in amazement at the work that health centers are accomplishing despite facing the realities of difficult workforce, financial, and policy environments. This care would not be possible without the dedicated and compassionate CHC workforce across the network, and our team is honored to serve in tandem with these wonderful individuals.

Partnerships remain at the heart of our efforts to support CHCs, and we were thrilled to be able to highlight so many collaborators during our Annual Conference in October (more details on page 11). As we enter 2025, collaboration with our community partners will be more important than ever; we look forward to nurturing our shared vision of Maine with you, where health care is high quality, comprehensive, affordable, and accessible to all.

**THANK YOU!**

**DARCY SHARGO, MFA**  
CHIEF EXECUTIVE OFFICER  
MAINE PRIMARY CARE ASSOCIATION

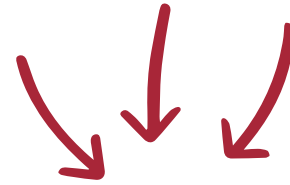


*MPCA team members celebrating Maine's CHCs during National Health Center Week.*

# MPCA OVERVIEW

Maine Primary Care Association (MPCA) is a membership organization representing 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, to over 200,000 people (1 in 6 Mainers) each year.

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. Our work aims to amplify the impact 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 other technical assistance.



## OUR MISSION

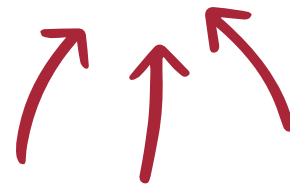
To champion and maximize the value of Maine's statewide Community Health Center network for the health and well-being of all Maine people.

## 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 HICKS**, FINANCE DIRECTOR

**HANNAH HUDSON**, POLICY DIRECTOR

**ELIZABETH KEENE**, CHIEF OPERATING OFFICER

**LESLIE LORENTZEN**, WORKFORCE PROGRAM MANAGER

**BOBBY MARTIN**, COMMUNITY HEALTH INNOVATION & PARTNERSHIPS DIRECTOR

**CARRIE MEAD**, CQI PROGRAM MANAGER

**ANNICK METOULE**, ORAL HEALTH PROGRAM MANAGER

**DR. CHRIS PEZZULLO**, CHIEF CLINICAL OFFICER

**PATRICK SCORESE**, DEVELOPMENT DIRECTOR

**DARCY SHARGO**, CHIEF EXECUTIVE OFFICER

**SHARON STANLEY**, OPERATIONS IMPROVEMENT DIRECTOR

**SUSAN WHITTAKER**, TRAINING & RISK MANAGEMENT PROGRAM MANAGER

**LESLIE WOLF**, COMMUNICATIONS & MEMBER SERVICES MANAGER

**DENIS WORSTER**, STAFF ACCOUNTANT

**BRYAN WYATT**, CHIEF PUBLIC AFFAIRS OFFICER

## KEY PARTNERS

### ADVOCACY

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

### EQUITY LEADERSHIP

- UP WITH COMMUNITY

### HEALTH CENTER CONTROLLED NETWORK

- HEALTH INITIATIVES CONSULTING

### PATIENT SAFETY ORGANIZATION

- ECRI
- MAINE MEDICAL ASSOCIATION-CQI

### PROFESSIONAL SERVICES

- DIRIGO TECHNOLOGY
- KOZAK & GAYER

### VALUE BASED CARE

- CURT DEGENFELDER CONSULTING
- HOSTETLER GROUP

### WORKFORCE INNOVATION NETWORK

- COMMUNITY CARE PARTNERSHIP OF MAINE
- CONSUMERS FOR AFFORDABLE HEALTHCARE
- MAINE AREA HEALTH EDUCATION CENTER
- MCD GLOBAL HEALTH
- WASHINGTON COUNTY COMMUNITY COLLEGE
- BMALORI CREATIVE
- TAPERT GROUP
- JOHN SNOW, INC.



# MEMBER VALUE & IMPACT

MPCA is proud to be a membership organization, supporting Maine's Community Health Center Network. MPCA's advocacy, webinars, workshops, coaching, and board & committee meetings target identified CHC needs and interests, as well as external trends, to nurture learning and growth. Our team provides ongoing education and development that meets health centers where they are. We look forward to continuing to support the largest independent primary care network in the state.

## 38 INTEREST GROUPS

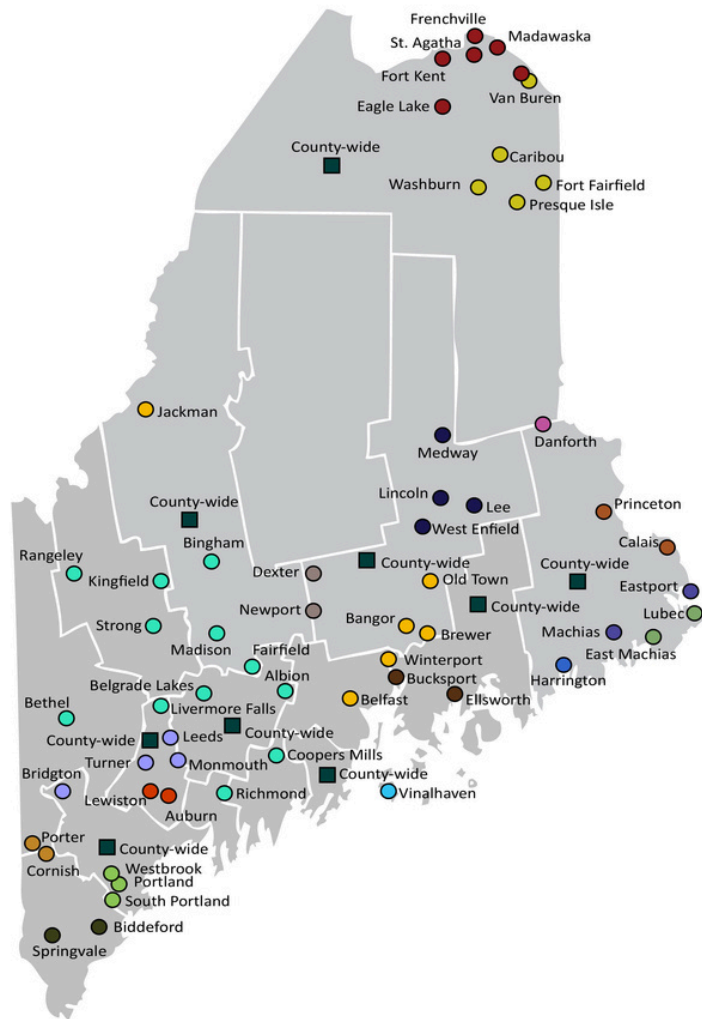
Health center staff connected and collaborated with colleagues across the health center network.

## 280+ TA REQUESTS

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

## 3165+ ATTENDEES

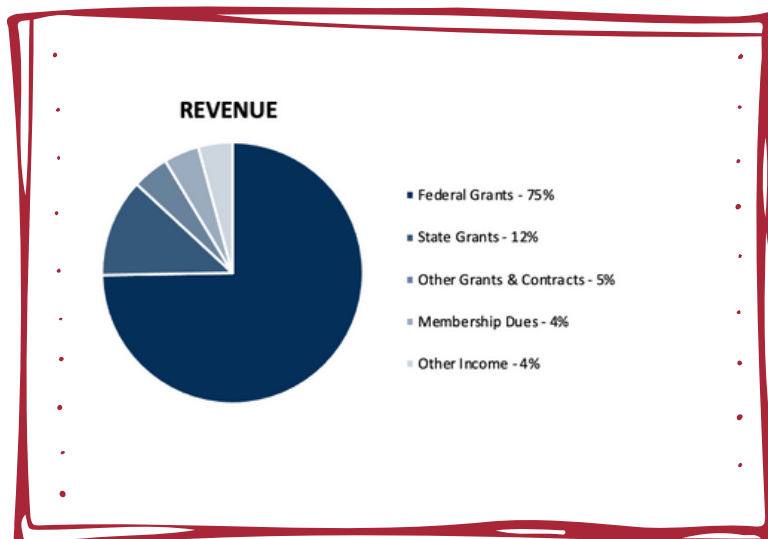
MPCA trainings and events were attended by health center staff from all CHCs.



# 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 2023).

Total Revenue	\$3,180,535
Total Expenses	\$3,151,675
Assets	\$2,069,486
Liabilities	\$303,923
Net Assets	\$1,765,563



## Major Grants & Programs

Bureau of Primary Health Care  
PCA Cooperative Agreement

Health Center Controlled  
Network

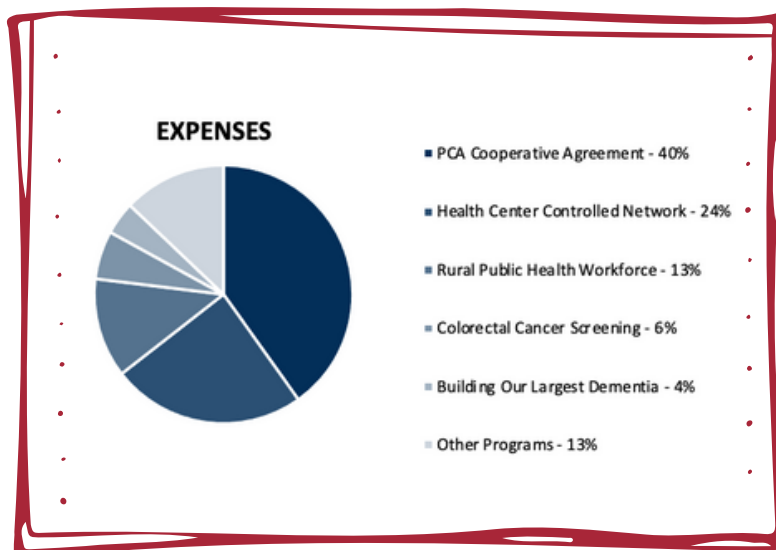
Maine CDC

Maine Health Access  
Foundation

Maine Immunization Coalition

Maine Workforce Innovation  
Network

Rural Health Network  
Development



# 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

**MICHELLE EASTMAN**  
**TREASURER**

DIRECTOR OF FINANCE  
SACOPEE VALLEY HEALTH  
CENTER

**CONSTANCE COGGINS**  
**IMMEDIATE PAST PRESIDENT**

CEO & PRESIDENT  
HEALTHREACH COMMUNITY  
HEALTH CENTERS

**DINAH MOYER**  
**MEMBER-AT-LARGE**

EXECUTIVE DIRECTOR  
ISLANDS COMMUNITY MEDICAL  
CENTER

**KRIS DOODY**

CHIEF EXECUTIVE OFFICER  
PINES HEALTH SERVICES

**LORI DWYER**

PRESIDENT & CEO  
PENOBSCOT COMMUNITY  
HEALTH CARE

**MICHAEL FARRELL**

EXECUTIVE DIRECTOR  
ST. CROIX REGIONAL FAMILY  
HEALTH CENTER

**CARTER FRIEND**

EXECUTIVE DIRECTOR  
YORK COUNTY CMTY. ACTION CORP.  
NASSON HEALTH CARE

**LAURIE KANE-LEWIS**

CHIEF EXECUTIVE OFFICER  
DFD RUSSELL MEDICAL CENTERS

**AMELIA LYONS RUKEMA**

CHIEF EXECUTIVE OFFICER  
MAINE MOBILE HEALTH  
PROGRAM

**TOM MACDONALD**

CHIEF EXECUTIVE OFFICER  
HEALTHWAYS/REGIONAL MEDICAL  
CENTER AT LUBEC

**DEMEE MANCHESTER**

CHIEF EXECUTIVE OFFICER  
HARRINGTON FAMILY  
HEALTH CENTER

**NICOLE GLIDDEN**

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**

NICOLE GLIDDEN, CHAIR  
CHIEF EXECUTIVE OFFICER  
HEALTH ACCESS NETWORK

## **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**

JEREMY MCDEVITT, ACTING CHAIR  
IT DIRECTOR  
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

# SIGNATURE EVENTS

## Legislative & Business Leaders Breakfast

We gathered in January 2024 to connect with members of the legislature, partners in state government, representatives from the business community, and leaders driving Maine's health centers forward. The breakfast keynote speaker, Larry McNeely, Policy Director of the Primary Care Collaborative, focused on the importance of investing in primary care. A panel discussion featuring Lori Dwyer, CEO of Penobscot Community Health Care, Tom MacDonald, CEO of Healthways Regional Medical Center at Lubec, Representative Sam Zager (D-Portland), and Representative Jack Ducharme (R-Madison) explored the ways that primary care supports economic and community health throughout Maine.



## 2024 LEGISLATIVE & ADMINISTRATIVE AWARDS

### COMMUNITY HEALTH CENTER CHAMPION

**SENATOR TROY JACKSON**

(D-ALLAGASH)

**SENATOR MARIANNE MOORE**

(R-CALAIS)

**REPRESENTATIVE ANNE PERRY**

(D-LUBEC)

### ADVOCATE FOR HEALTH ACCESS

**MOLLY BOGART**

DIRECTOR OF GOVERNMENT RELATIONS,  
MAINE DEPARTMENT OF HEALTH  
AND HUMAN SERVICES

# 2024 Annual Conference

## Maine FQHCs: Employers, Providers, and Partners of Choice

The 2024 conference was an opportunity to gather members and partners together for timely discussions that furthered our understanding and commitment to the critical work that CHCs do for the many Maine communities they serve.

The opening session featured leaders from CHCs and Community Action Agencies discussing the importance of partnerships and collaboration. This set the tone for two days of plenary and breakout sessions that dove into equity and access, workforce and operations issues, patient safety, and more.



### 2024 CLINICAL & ADMINISTRATIVE EXCELLENCE AWARDS

**CAROL ECKERT, MD MEMORIAL AWARD**  
**KATIE M. ADAMS, MD, FAAFP**  
HEALTH ACCESS NETWORK

**GENERAL EXCELLENCE AWARD**  
**HANNAH MILLER**  
MAINE MOBILE HEALTH PROGRAM

**TEAM-BASED EXCELLENCE AWARD**  
**BEHAVIORAL HEALTH TEAM**  
HEALTH ACCESS NETWORK

**TEAM-BASED EXCELLENCE AWARD**  
**DENTAL TEAM**  
GREATER PORTLAND HEALTH

**THANK YOU, ANDREA!**



MPCA also celebrated the many contributions of our colleague Andrea Watkins, who retired after 20 years of service. Her dedication to the mission of our organization made her an integral part of the team and a resource for staff and CHCs throughout the network. She will be terribly missed but we are excited for her in this next chapter of life!

# POLICY & ADVOCACY

The MPCA Policy & Advocacy Team is proud to represent Maine’s Community Health Center (CHC) network in Augusta and Washington, DC.

In the second session of the 131st Legislature, the Maine Primary Care Association (MPCA) policy team worked actively with Maine’s Community Health Center Network and our government relations partner, Drummond Woodsum Strategic Consulting (DWSC), to continue advocating for policies that expand access to affordable and high-quality health care for all Mainers. During the second session, MPCA was engaged on 19 bills of interest and provided testimony on 9 pieces of legislation. We also submitted 9 comment letters on regulatory matters and signed on to 10 advocacy letters with coalition partners at the state and federal level.

To support our priorities, MPCA and health centers remained engaged with legislators in districts served by CHCs and launched our CHC Ambassador Program. Additionally, MPCA, with the support of DWSC, met with key members of the Legislature and the Governor’s Office throughout the session to ensure that network priorities remained top of mind for both parties.

**Priority Legislation Passed!**

“An Act to Improve Access to Affordable Prescription Drugs in Underserved Areas” was signed into law by Governor Mills to promote pharmacy access in Maine. The legislation was written for CHCs to develop or expand their capacity to provide greater access to affordably priced drugs for their patients by increasing their ability to deliver pharmacy services.

## 2024 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

## CHC AMBASSADOR PROGRAM



In January 2024, MPCA launched the CHC Ambassador Program. This is a grassroots advocacy effort that brings together CHC staff, board members, patients and partners to support policies critical to Maine’s CHCs.

# PROGRAM HIGHLIGHTS

# BILLING & CODING

## Membership Services

MPCA offers CHC-specific billing and coding support for members. In 2023, this included ongoing technical assistance, a monthly peer group, special coding informational sessions and network-wide webinars.

In 2024, MPCA ran a 10-week Evaluation and Management Coding Class in conjunction with the American Academy of Professional Coders (AAPC). The class had eight attendees representing three health centers. The class was led by MPCA's Susan Whittaker who is a certified instructor with the AAPC.

### Billing & Coding Peer Group



With 47 active members, this monthly meeting allows members to share important updates, receive direct support on current billing & coding challenges, and connect with guest speakers.

Topics discussed in 2024 included Final Rule Updates for FQHCs, Medicare Reimbursable CHW Care Management, Medicare Dental Coverage, Behavioral Health Coding, Skin Procedures in Primary Care, Billing Modifier 25, and Joint & Trigger Point Injections.



## Contracted Services

**New Provider Coding Training.** One-hour training to achieve coding proficiency as providers begin working at a CHC.

**Medical Record Chart Audits.** Ten-chart billing & coding audits are performed for providers falling below 80% accuracy rate.

**Group Provider Coding Training.** One-hour group training sessions delivered to providers, clinical staff, or Community Health Workers on various topics. Subjects covered have included HCC Diagnosis Coding for Risk Adjustment, Annual Wellness Visits, Care Management Billable Services, Medicare Covered Dental Services, and Behavioral Health.



# 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, community health centers are working collaboratively “to strengthen and improve population health outcomes by leveraging health information technologies and building strong systems of care.”

During 2024, the HCCN Team responded to 57 TA requests in Year Two of the grant period and 29 TA requests in the first part of Year Three. Requests cover everything from order sets to patient portals. A webpage was also developed that allows health centers to log-in to a portal with resources, as well as the ability to view and submit their individual work plan data.

## HRSA ON-SITE VISIT

**In July 2024, our HRSA project officer and grant reviewer toured Health Access Network and Bucksport Regional Health Center and met with HCCN Advisory Board Members.**

**We were excited to celebrate a successful review of the program, validating our commitment to this critical work.**

## PLANS FOR 2025



- Pilot projects on closing the loop of social drivers of health referrals and providing screening through the patient portal.
- Azara implementation and new peer group to support health centers with using the platform.
- Lab group to interact with both Quest and NorDx.
- Continuation of portal optimization projects with 7 CHCs.

# ORAL HEALTH PROGRAM

2024 has been marked by significant progress in fostering collaboration, engaging stakeholders, and addressing equity issues, as we lay the foundation for a stronger oral health program that serves our communities. MPCA monthly dental peer calls were relaunched in July, creating a platform for sharing best practices and resources, empowering dental service teams, and providing technical assistance.

As we look ahead, our program aims to deepen engagement within FQHC dental services and tackle the challenges identified in the 2023 needs assessment. This work will include increased engagement and onsite visits with the CHC network, clinical quality improvement initiatives (dental sealants, enhanced operational capacity, monitoring & evaluation), collaboration with the Maine CDC on the promotion of school-based oral health, and advocating for policies that support the recruitment and retention of dental professionals in underrepresented areas.

## STAKEHOLDER ENGAGEMENT IN 2024

### Conferences & Events

- State Children’s Oral Health Network Annual Conference
- Maine Oral Health Equity Conference
- National Network of Oral Health Access Annual Conference
- Dental fairs across the state

### Committees & Meetings

- Primary Care Association Peer Network
- Office of MaineCare Services Dental Subcommittee
- Tri-State Dental Loan Repayment Program Committee



*Oral Health Program Manager Annick Metoule attending the National Network of Oral Health Access Annual Conference (above) and tabling at a dental fair in Maine (right).*



# 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 2024, MePCA PSO continued to provide training, education, and consultative support in areas of patient safety risk and analysis to CHCs. This included assisting PSO members with the creation of their individualized patient safety evaluation systems (PSES) and conducting Safe Tables, confidential group learning events focused on particular safety concerns. 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.



## Patient Safety Academy

In May 2024, MPCA and other partners hosted the Maine Patient Safety Academy (PSA) at the University of Maine. The PSA grew out of an initiative by Maine's critical access hospitals to build an infrastructure that supports patient safety and quality improvement activities. This infrastructure led to external grants and initiatives and the launch of the Maine Patient Safety Academy in 2010.

Over the course of the last fourteen years, the PSA has provided both practical and cutting edge educational experiences for an interdisciplinary audience of healthcare providers, pharmacists, quality and patient safety leaders, students, and consumer advocates.



*PSA participants listen to a presentation from Laura Chalmers, Director, Centre for Collaborative and Interprofessional Practice, Robert Gordon University, Aberdeen, Scotland.*

# QUALITY IMPROVEMENT PROGRAMS

## Zero Suicide Initiative

Trainings in this program are offered in partnership with Maine CDC and the National Alliance on Mental Illness. Four participating clinics have developed implementation teams to integrate suicide prevention efforts into their workflows, onboarding process and annual trainings. The Zero Suicide Framework was featured as a session at MPCA's Annual Conference, with conversation focused on successes, barriers, and key takeaways from grant participation.

## Colorectal Cancer Screening

We are in our fourth year of the Colorectal Cancer Screening grant, with seven participating CHCs. Over half of these clinics now offer Cologuard as an additional screening option. Major highlights of this work include:

- Development of a Nutrition Transition Summary of Care document to support communication between Oncologists, Dietitians, and Primary Care Providers.
- Development of a Provider Team Conversation Guide to help guide patient conversations around CRC screening in exam rooms.
- Collaboration on a statewide media campaign to highlight the importance of screening starting at age 45.
- Conclusion of a successful ECHO series after 26 sessions.

## Supporting Patient Navigation Services

This new project with the Maine Cancer Foundation builds clinic staff capacity to enhance and expand patient navigation services in CHCs. CHCs will participate in the American Cancer Society's Leadership in Oncology Navigation, Patient Navigation training and credentialing program. This course is designed for community health workers, oncology patient navigators, social workers, and other non-clinical personnel who are being called upon to fill multiple roles within their CHCs and require appropriate training to maximize their efficiency. The project will also facilitate a peer support group for the trained Patient Navigators to share best practices and build capacity for this work.

# VALUE-BASED CARE

## Preparation for a Capitated Alternative Payment Model

While the 2024 calendar began with a continued wait on OMS to finalize a contract with a vendor to support the next phase of Primary Care Plus (PC+), it concluded with long-awaited movement. In November, an introductory meeting was held to kick off collaboration between OMS, Manatt Health, MPCA, CCPM, and FQHCs in Maine. The primary goal of the collaboration was to co-create an advanced payment model (often referred to as a capitated APM) for FQHCs' MaineCare recipients, with a model proposal put forward by the end of 2025. Broader stakeholder engagement meetings are expected to launch in early 2025.

## North Star for Payment Reform

MPCA and our network partners have held fast to our vision for payment reform and what it should deliver to our practices and patients: health equity; cost improvements, quality improvement; better access; support comprehensive care; invest in primary care; increase flexibility; reduce administrative burden; and adjust payment of risk.

As a network, we are hopeful that 2025 will bring forth payment reforms to Maine's FQHCs in support of healthier Maine patients and Maine communities.

## 2024 Highlights

- **Ongoing participation in the nationwide PCA VBP Learning Collaborative, learning valuable insights and building new partnerships in service to payment reform.**
- **Series of educational sessions with PCAs and CHCs in other states to share experience, lessons learned, and recommendations.**
- **Network-wide VBP Listening Tour to better understand their diverse perspectives, questions, and potential training and technical assistance needs.**
- **Joined the newly established national PCA Clinical Leadership Group.**
- **Engaged NACHC to provide feedback on materials and messaging with a focus on value for small, rural CHCs.**

# WORKFORCE INITIATIVES

## The Maine Workforce Innovation Network (WIN)

In 2022 MPCA was awarded the Federal Office of Rural Health Policy's Rural Public Health Workforce Training Network Program. This is a three-year grant program 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).

### Program Highlights

- 3 Medical Assistant Skills Enhancement Toolkits distributed in partnership with CCPM; topics include: quality, population health, and supervisory leadership.
- CareerStep training program: 21 medical assistants enrolled, 6 completed; 17 dental assistants enrolled, 5 completed
- Launched a no cost phlebotomy training program in partnership with Washington County Community College. 15 employees from 5 CHCs participated.
- 31 CHWs trained through the MCD Global Health Core Competency Training.
- 65 supervisors trained through MCD Global, Sogence Training and Consulting, or the Trauma-informed, Resilience-oriented, Equity-focused Systems (TIROES) through the National Council for Mental Wellbeing.
- 11 WIN consortium meetings to discuss and plan workforce challenges and successes.
- Increased funding from Maine's Department of Labor to support more MA, DA, phlebotomy, and Expanded Function Dental Assistant training.

### WIN MEMBERS

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

### CONFERENCE PRESENTATIONS

2023 NACHC PCA/HCCN Conference  
FORHP's RPHWTN Program Reverse Site Visit  
Maine Department of Health and Human Services Workforce Summit  
New England Rural Health Association's Annual Conference  
Federal Office of Rural Health Policy's webinar on Addressing the weather impacts on rural health



# WORKFORCE INITIATIVES

## The Maine Workforce Innovation Network

### Support of Community Health Workers

#### MPCA CHW PEER CALL

**Offered CHWs valuable tools and resources to enhance their work and support their communities.**

- Trainings and peer sharing on diabetes care coordination, ADCES Diabetes Program, healthcare coverage for immigrants, supporting older adults, and de-escalation training (provided by MPCA).

#### MPCA CHW OPERATIONS WORK GROUP

**Bimonthly meeting to support CHC leaders, CHWs, and their teams in building sustainable CHW programs.**

- Collaborative space to share resources, learn from each other, and address key topics such as program planning, implementation, evaluation, and sustainability.
- Additional focus areas include Social Determinants of Health screening, community outreach strategies, stakeholder engagement, and EHR integration.

#### MAINE'S CHW WORKFORCE

**Engaged in activities throughout the state to meet CHWs outside of the CHC workforce.**

- Joined the ME CHW Initiative Working Group to engage in discussions around CHW certification and policy development.
- Served as a member of the Community Health Advisory Board, focusing on initiatives that address community-specific health disparities using data-driven strategies.
- Participated in the CHW Awareness Day at the Maine State House.

#### LEADING INNOVATIONS IN CLIMATE RESILIENCY

**CHW Climate Resiliency Webinar Series**

- Targeted training on topics such as extreme weather impacts on health, vector-borne disease prevention, respiratory health education, mental health support in the face of climate change, addressing disparities in climate health impacts, migrant community engagement, and disaster preparedness for older adults.

# WORKFORCE INITIATIVES

## Workforce Supports

MPCA continues to provide support to Maine's CHCs in workforce development efforts in recruitment, clinical education and training, and retention. MPCA's Workforce Team coordinates and leads spaces to bring health center staff together to learn new skills, opportunities, resources, and share with peers.

### Workforce Peer Group

**Monthly meeting for health center staff, including HR and recruitment professionals.**

**Topics included recruitment resources, retention strategies, workforce pipeline development, staff engagement, and team-building initiatives.**

### Social Media Work Group

**Quarterly meeting to share insights and strategies and receive tailored support for marketing and social media challenges.**

**Topics included efficient graphic creation in Canva, SEO techniques for online visibility, advocacy best practices, and the 7 C's Framework for social media strategy.**

## Partnership & Pathway Development

MPCA works to strengthen and develop relationships with state and federal workforce stakeholders to facilitate or support opportunities for CHC partnership. Throughout the year, MPCA has connected health centers to opportunities to host or speak with students, job seekers, or future health professions students about the important work of CHCs.

### Education Partners

- University of Maine's Rural Integrated Behavioral Health in Primary Care Program
- University of Maine's MSW Program
- UNE PA Program
- UNE Dental School
- UNE Sexual Assault Forensic Nursing Program
- USM Lewiston Campus
- MERGE Collaborative
- Washington County Community College
- USM Public Health Program

### Committee Involvement

- ME AHEC Advisory Committee
- Roux Institute's Clinical Gap Year Program
- Building ME Coordinating Council
- University of New England's Physician Assistant Rural Rotation Program
- New England Rural Health Association's Education Committee
- Maine Public Health Association: Climate Action Chapter

# WORKFORCE INITIATIVES

## HRSA's Health Center Workforce Well-being Initiative

In 2019, HRSA launched its Health Center Workforce Well-being Initiative to support a thriving health workforce. HRSA's goal is to examine the factors that affect workforce well-being, distribute evidence-based practices promoting workforce well-being, and target technical assistance. 12 of Maine's community health centers opted-in to participate and gain access to individualized data dashboards.

As an initial step, HRSA administered its first national Health Center Workforce Well-being Survey to identify factors that impact workforce well-being, recruitment, retention, and the quality of patient care at our health centers. This validated web-based survey was conducted from November 2022 - January 2023 to approximately 50 percent of health centers across the country and examines drivers and outcomes measures of workforce well-being that include job satisfaction, engagement, burnout, and intention to stay.

### HRSA Indicators

#### Drivers of Workforce Wellbeing

Mission Orientation,  
Meaningfulness, Social Support,  
My Work Team, Positive Workplan  
Culture, Recognition, Professional  
Growth, Adequate Resources,  
Moral Distress, Work Life Balance,  
Training Provided, Leadership,  
Supportive HC Processes,  
Workload, Compensation &  
Benefits



#### Outcomes Measures of Workforce Wellbeing

Intention to Stay, Engagement,  
Job Satisfaction, Burnout

### High-level Maine Data Points on Outcome Measures

- Direct clinical staff and staff assisting with enabling and program services feeling most burnout.
- Management and administration and staff assisting with “enabling and program services” had highest job satisfaction.
- Patient services support and quality scored highest on engagement.
- Ancillary clinical services, management & administration, and patient services support and quality scored highest on intention to stay.

# MAINE PRIMARY CARE ASSOCIATION'S COMMUNITY HEALTH CENTER NETWORK



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