

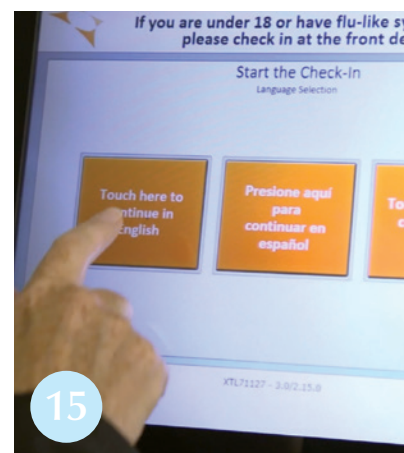
# PCHC 2022 ANNUAL REPORT

## Healthy People and Communities



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# "THERE ARE NO WRONG DOORS."

You'll hear that said a lot about PCHC, and its meaning is pretty simple: there's no wrong way to access care with us. Our mission is provide care for all who come through our doors—no matter which door you walk through.

During the past year, I've watched PCHC creatively and sustainably meet post-pandemic challenges while continuing to build access. And I've come to think that not only are there no wrong doors, but if there's a need and no doorway, **we will build that door.**

LETTER  
FROM THE  
BOARD  
CHAIR

Consider:

- PCHC secured sustainable access to care 24-7 in Jackman. Working collaboratively with hospitals, emergency medical services, local governments and technology providers, we built a provider-extension program to ensure that folks in that rural community (an estimated 850 patients in an area the size of Rhode Island) can continue to receive both acute and routine primary care.
- We're building (literally) some new doors in Waldo County, where the new home for our bustling Seaport Community Health Center will provide plenty of room for primary care, pharmacy, recovery groups and mental health counseling. Most excitingly, our planned new eight-chair dental clinic will create badly needed access to oral care in a county where many residents rely on the emergency room for dental care.
- Our new Mental Health Access Center at Capehart has wiped out nearly a year's backlog of referral requests, providing timely access to mental health services to hundreds of patients.
- At Bangor High School, PCHC launched its second school-based health clinic, with a focus on adolescent mental health. In its first 11 months, the clinic served more than 800 students. Most importantly for families, this new door is right in a familiar and convenient place.
- Telehealth became an important part of our work. In 2022, PCHC logged more than 36,000 telehealth visits.

The post-pandemic landscape has been challenging in multiple respects. Our fiduciary duty to meet our mission sustainably has made difficult choices necessary and required PCHC to adapt and evolve in new ways. Nonetheless and beautifully, we continued to create those new pathways to care.

**"Be an opener of doors," advised Ralph Waldo Emerson.**

This is what sets PCHC apart, and why I'm proud to serve PCHC as Board chair.



Christopher Winstead  
Board Chair

# Promoting Healthy People and Communities: The Innovative Approach of PCHC



Lori Dwyer, Esq.  
President & Chief  
Executive Officer

A stylized, handwritten signature in black ink, appearing to read 'Lori Dwyer'.

PCHC, the largest federally qualified health center in Maine and the second largest in Northern New England, is dedicated to serving and addressing the needs of the community. Our focus on patient-centered care has led us to devise inventive solutions to provide better services to our patients. The combination of heart, mission, innovation and rigor is our secret sauce and the recipe we strive to sustain – through efficiency in revenue generation, fundraising, and public support.

As we continued to emerge from the Pandemic in 2022, we invested in technology to enhance access, making it easier for patients to connect with their care teams, schedule appointments, and receive lab and x-ray results. We ran several pilots of distributed care/remote monitoring platforms. Our new patient portal was a resounding success. The patient check-in process was streamlined through the introduction of kiosks, freeing up our front desk team to handle more complicated questions. We introduced 24/7 telehealth services in Jackman, Maine, providing ER physician consultation by St. Joseph Hospital physicians via mobile devices to Jackman paramedics serving the community's urgent/emergent care needs.

We've furthered our mission by innovating our leadership model, replacing the traditional Chief Medical Officer with an Executive Clinical Director team, setting up a dynamic, interprofessional team of clinical leaders representing major service lines (primary care, SUD, mental health, pharmacy, acute care, dental). This team collaborates with our Executive Division Directors, who lead the day-to-day business and vision of each practice. While not without its challenges, this leadership innovation has helped us better support integrated care teams and improve safety and quality while enhancing patient experience.

In 2022 we also innovated around mental health treatment access. Recognizing the shortage of mental health providers in Maine and the long waitlists for mental health services – especially in rural areas – we opened our Mental Health Access Center and the Bangor School-Based Health Center. By focusing specifically on mental health services in these locations, we have improved timely access to desperately needed outpatient mental health services for adults and children.

Our commitment to bridging healthcare gaps, improving access, learning from our patients remains unwavering and animates our innovation efforts. Creativity is a necessity when trying to meet basic social and healthcare needs in the inequitable, resource-strained healthcare economy. Still, in a country where the richest 1% own as much wealth as the entire Middle Class, we persevere because we believe deeply in our mission, and because we know that supporting the most vulnerable improves the social and economic lives of everyone. A rising tide lifts all boats, they say. Or, as Heather McGee so eloquently lays out in her NY Times bestseller book *The Sum of Us*, "we truly do need each other," to thrive. And that truly means everyone– all races, all genders and sexual orientations, all ethnicities, the abled, the differently abled, those with limited means, the unhoused. Health people are the backbone of a strong economy and a thriving community culture.

I am so proud of the significant role PCHC plays in pushing our communities to thrive, and of our ability to persevere even in the most challenging of circumstances. And I thank you for your support as we do this vital work.

# A Matter of MISSION

The post-COVID landscape is nothing like what the healthcare world expected. As a result, the last year was challenging: lower than forecast patient volume; provider departures; the expiration of critical federal support, and skyrocketing costs of utilities, equipment and supplies. Difficult choices were made in 2022, and now, PCHC faces a two-to-three-year recovery process that touches more than the balance sheet; it involves a greater stewarding

of resources and more intentional evaluation of workflows, facilities, projects and initiatives than ever before.

What doesn't change? The mission to provide quality integrated primary care to all who come before us. Like Maine's three mighty rivers, flowing inexorably toward the Atlantic for millennia, that mission and core value has been a guide and a beacon—and inspiration for some of the innovative changes we made in 2022.

PRIMARY  
CARE

They include:

- The Mental Health Access Center, located in the Capehart clinic, makes timely and appropriate connections between people seeking mental health services and providers. This dedicated function cleared nearly a year's backlog of referrals in 2022 and continues to provide more timely access to care to the many people in our community in need.
- Our latest School-Based Health Center, at Bangor High School, opened in February 2022 and logged more than 800 visits in the year. With a focus on critically needed mental-health services for teens, (but also including a range of primary care services including vaccinations and physical exams) the center offers convenient, confidential care and works closely with school leaders and nurses to make this care accessible to all.
- A new clinical leadership model, replacing the older "top-down" chief medical officer role with a cohort of executive clinical directors, all but one chosen from existing senior leadership. This more lateral model closely aligns leaders with front-line decision makers. This has led to greater communication, clinic-level innovation and ultimately, greater access to care for the people we serve.
- PCHC Pharmacies bounced back to pre-pandemic prescription numbers by offering solutions including mailing, curbside delivery, and express service when possible. Other innovations included the addition of drug take-back kiosks in our retail pharmacies; a new phone and operations system (for greater convenience and access) and more development of the 340B savings programs, allowing us to keep services sustainable for all patients.
- The Jackman Paramedicine project, kicked off in the early summer of 2022, has created sustainable 24-7 access to care for people in one of Maine's most remote areas. A collaborative effort with North East Mobile Health, Saint Joseph Healthcare, the town of Jackman, Eastern Maine Community College and a host of others, the project employs upskilled EMTs and purpose-built telehealth capacity.
- New workflows and scheduling processes to open up access for patients. Managing expectations and innovating workflow is not always easy, but PCHC's new schedule protocols have widened the available appointments for patients while allowing for critically needed care team work.
- Primary-care RNs have joined a number of our care teams, immediately providing patients with needed additional contact.

The inclination to stand pat in difficult times is normal, but it is not the PCHC way. We keep going; programs like these are informed by our mission and spurred by the urgency of community need. As we move forward into 2023, our organization is stronger because of the way we met our mission in the past, challenging year.



# Penobscot COMMUNITY Health Care

In 2022 PCHC celebrated the **community connections that sustain us!**



*Charles Burger, MD & Mitzi Rogers*

Each year the Doty-Woodward Award honors people or organizations that have made significant contributions to their community and supported PCHC's mission. In 2022, we honored Charles Burger, M.D., whose life work to improve access and quality of patient care continues even in retirement, and Mitzi Rogers, manager of the Bangor T.J. Maxx store, who has employed numbers of Clubhouse members while going above and beyond as a Clubhouse volunteer.



CEO and President Lori Dwyer was honored as a Distinguished Citizen by the Katahdin Area Boy Scout Council. Accepting the award on behalf of the entire organization, Dwyer noted the community connections so important to healthcare during the pandemic.

Along with Saint Joseph Hospital and Northern Light Eastern Maine Medical Center, PCHC was given the Business of the Year award by the Bangor Region Chamber of Commerce. The three health-care entities were cited for their efforts in maintaining access to health care during COVID-19 and afterward.

## Up and Over the Edge



On a brilliant Fall day, PCHC and supporters turned out to go "over the edge," bringing awareness and raising funds for primary care cancer prevention.

## Combating COVID in our Community

PCHC continued to provide guidance, treatment and protection from COVID-19 throughout 2022.

Surpassing 45,000 vaccines administered, our operations teams shifted from vaccine clinics to scheduling in one central location as the demand for these services shifted to a more routine offering.

Recommendations for vaccination schedules for individuals under the age of 18 continue to shift and should be reviewed in late summer/early fall. For the most recent recommendations, please review guidance from the Centers for Disease Control and Prevention.

To schedule your vaccination appointment visit <https://pchc.com/vaccines/> or call (207)404-8100.



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## EXECUTIVE LEADERSHIP



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Lori Dwyer, Esq.



### VICE PRESIDENT & CHIEF OPERATIONS OFFICER

Dawn Cook



### CHIEF FINANCE OFFICER

Christine Finn-McLaughlin, MBA



### CHIEF HUMAN RESOURCES OFFICER & CHIEF LEGAL COUNSEL

Megan Sanders, Esq.



### CHIEF INFORMATION OFFICER

Sharyl White, BA

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*Deputy Director of Workforce Development  
Training, Maine Community College System*

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Katie Spencer White, MSC,  
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Daniel Williams, M.Ed  
*Executive Director, University of Maine Collins Centers for the Arts*

We're proud that the majority of our board members are also our patients! Under federal law, community health centers are required to have patient representation on oversight boards. For us, it's just another way we connect with the communities we serve.

PCHC  
LEADERSHIP



# Gratitude

## PEOPLE



*Barbara Vereault, DO*

Founding physician Barbara Vereault, DO, retired in Fall 2022 after decades of serving the community she loves, for the last 30 years as a linchpin of PCHC. Wanting to open her small family practice to wider access in 1998, Dr. Vereault saw the community health center



model as a practical step toward serving everyone with need. She couldn't have been more right, and we are grateful for her years of service and dedication. Her patients and everyone at PCHC miss her very much.



PCHC said, if not "goodbye," then a hearty "thank you" to Noah Nesin, M.D., who transitioned in early 2022 from Chief Medical Officer to Innovation Advisor. In this part-time role, Noah will consult and advise on systems of care, work on clinical initiatives, and continue



to lead in PCHC's substance use work. The organization celebrated Noah's work and career at the June Board Dinner, showcasing the Nesin family in a video tribute to the "family doctor" who has played a key role in PCHC's development.



*Samantha Gilligan, FNP*

Samantha "Sam" Gilligan, FNP, medical director at Seaport Community Health Center and a widely admired provider and colleague, was honored with the first statewide Theresa Knowles Award for Nurse Practitioner Excellence. The award from the Maine Primary Care Association is named for Theresa Bray Knowles, PCHC's chief quality officer and a longtime nurse practitioner in Maine whose legendary dedication to patients was rivaled only by her commitment to the community at large.



# People. Building Resiliency, Looking Forward

PCHC's workforce grew by 2.3% in 2022 bringing the total number of employees to 902. While adding these talented new people to our organization, the Human Resources team also launched some innovative programs to build resiliency in the workforce and emphasize professional development as an employer of choice in Maine. These included:

- New training opportunities, (14 in the 4th quarter alone) including LEAD supervisory training, de-escalation and other workplace safety training, and LinkedIn Learning development.
- Ongoing diversity, equity, inclusion and belonging work as we move into the third phase of our program with Tangible Development, our DEI consultant. Focus groups, surveys and management training rolled out in 2022.

PCHC's commitment to safety was borne out by the results from our workers' compensation trust. Thanks to excellent results in 2022, \$86,000 was returned to PCHC in 2022.

Our Humans of PCHC program continues to unfold. Among the "humans" highlighted recently: recently:



*Kamela Tall*

Kamela Tall of the Finance Team, whose participation in worldwide online games refreshes and inspires her; Jeremiah Abeyta of Information Systems, whose deep love of computers started with the first one he built, Bruce Hews, who found inspiration and support, that launched his career the day he became a guest at the Hope House, and Sarah Stewart, FNP, whose passion for nursing and interest in obesity management naturally collided in a Tik Tok following of 70,000.



*Jeremiah Abeyta*



*Bruce Hews*



*Sarah Stewart, FNP*

## Employees of the Year:



*Katelyn O'Neill*  
Non-Clinical Employee  
of the Year



*Michelle Giard, MA*  
Clinical Employee  
of the Year



*Richard Gilbert*  
Provider Employee  
of the Year

# Building on Generosity

To meet the many and complex needs of community members accessing care through PCHC, the organization relies on the generosity of outside funders. Sometimes, it's a small gap that needs filling—extra funds to supply a new walk-in refrigerator—and sometimes, it's a large ask to continue an important primary-care program. Thanks to the support of foundations, businesses and other generous grantors, PCHC was able to meet the full range of mission-critical objectives in 2022. They included:

- A three-year award from the Heart of Maine United Way that helps connect guests at Hope House Health and Living Center with needed substance use treatment
- A seed gift of \$50,000 from the Farris Foundation supported the development of PCHC's Mental Health Access Center, which connects patients to timely and appropriate mental health services
- Funds from the Maine Cancer Foundation allowed PCHC to increase its cervical cancer screening—a critical quality benchmark.

See the full list of grantors below:

- City of Bangor
- Community Care Partnership of Maine (CCPM)
- Department of Justice, U.S.
- Eastern Maine Community College
- Eaton Peabody Foundation
- Family Planning Association of Maine
- Farris Foundation
- Federal Centers for Disease Control & Prevention (CDC)
- Federal Emergency Management Agency (FEMA)
- Good Shepherd Food Bank (GSFB)
- Health Resources and Services Administration (HRSA)
- Heart of Maine United Way (HoMEUW), formerly United Way of Eastern Maine
- John T. Gorman Foundation
- Maine Cancer Foundation
- Maine Centers for Disease Control & Prevention (CDC)
- Maine Community College System (MCCS)
- Maine Department of Health and Human Services
- Maine Health Access Foundation (MeHAF)
- Maine State Housing Authority
- National Institute on Drug Abuse (NIDA)
- National Network Library of Medicine (NNLM)
- New Balance Foundation
- Skowhegan Savings Charitable Foundation
- St. Paul the Apostle Parish
- State of Maine
- Substance Abuse Mental Health Services Administration (SAMHSA)
- United States Department of Agriculture
- Weyerhaeuser Giving Fund





# Making Access Sustainable— from Mountains to the Sea

SUSTAINABLE  
ACCESS

## Belfast

Work on the new home of Seaport Community Health Care progressed in 2022, with the 35,295-square foot clinic taking shape at 21 Schoodic Drive.

The new practice will boast 34 exam rooms, team rooms and conference space, six consult rooms for mental health services and counseling, lab areas and a larger pharmacy space.

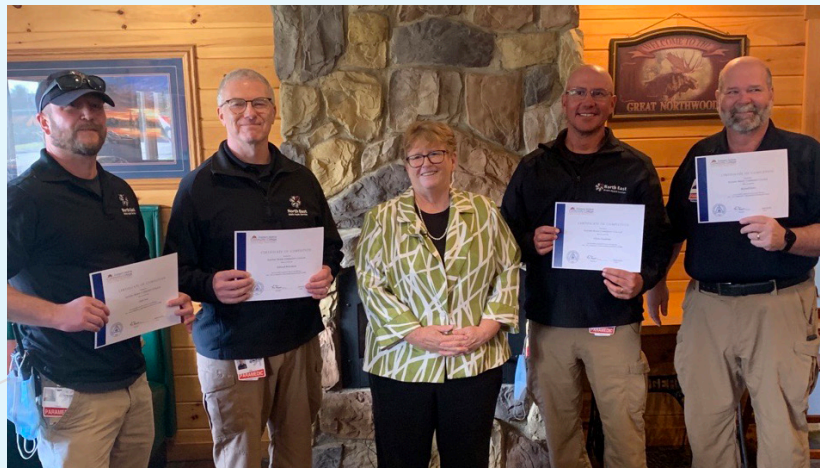
The waiting area has been particularly designed with the patient experience in mind, providing for private consultation at check-in and comfortable waiting areas. Parking is plentiful outside what is currently known as Building Five in the complex PCHC purchased in 2021. Current team members at SCHC were involved in the planning process and gave valuable input on workflows and preferred office and team-room setup. Ultimately, the new space will provide more sustainable access to care for Seaport's 6,500 current patients. An eight-chair dental clinic is currently being planned for the second floor, opening needed access to the many Waldo County residents currently without affordable dental care.



## Jackman

To serve the people of our most rural service area, including about 800 residents, along with the many thousands of recreational visitors attracted each year to western Somerset County, PCHC launched its rural access project in April 2022.

Envisioned as a sustainable way to provide 24-7 care from PCHC's most remote clinic, the project is shared with Saint Joseph Healthcare, North East Mobile Health Services, Eastern Maine Community College, the Town of Jackman, and other partners. Six paramedics received upskilling and training through the project, which also involved tech installation for reliable telehealth. Since launch, the project has served 298 patients and averted 59 transports to emergency rooms an hour away. A standout story is provided by Jackman neighbor Mike Stevens, a Maine Guide stabilized, transported and treated in Bangor for what turned out to be a heart attack. Mike recovered well and returned several months later for a (thankfully more routine!) fishhook incident.



# Quality Our Communities Can Count On

## qual·i·ty

/ˈkwälədē/

*noun*

1. the standard of something as measured against other things of a similar kind; the degree of excellence of something.

PCHC has long focused on gold-standard levels of quality care—measured by the Institutes of Medicine by effectiveness, efficiency, equity, patient-centeredness, safety and timeliness. In 2022, PCHC was in fact recognized as a gold level “Health Center Quality Leader” by HRSA. It was only one of multiple quality measures that PCHC met or exceeded last year.

To receive a Gold badge from HRSA, a health center meets or exceeds national benchmarks for one or more of many clinical quality measures and achieve the best overall clinical quality measure performance among all health centers. This is the first time PCHC has received a gold-level recognition, which reflects a positive collaboration between clinical staff, quality improvement team, and administration.

Other recognitions included:

1. Advancing Health Information Technology (HIT) for Quality: this award recognizes health centers that meet all criteria to optimize HIT services. Eligibility is calculated using 2021 UDS data.
  - Health centers must meet the following five criteria:
    - Adopts an electronic health record (EHR) system
    - Offers telehealth services
    - Exchanges clinical information electronically with key providers’ healthcare settings
    - Engages patients through health IT
    - Collects data on patient social risk factors
2. Patient Centered Medical Home Recognition (PCMH): Achieved PCMH recognition in one or more delivery sites.
  - NCQA Patient Centered Medical Home – PCMH recognition for eight primary care sites.

Other quality performance improvements in 2022 included:

- Improved and maintained compliance in most of the clinical quality measures in 2022 compared to 2021 data.
- Increased by another 3.92% in controlling high blood pressure in our patients
- Maintained a level of 98% of our patients appropriately screened for tobacco use and offered smoking cessation counseling in 2022.
- Medicare Wellness Visits have increased from roughly 15.08% in 2021 to 21.07% (as of the end of Oct claims data 2022).
- Scheduled follow-up visits have increased from an average of 86.90% in 2021 to 88.63% in 2022.

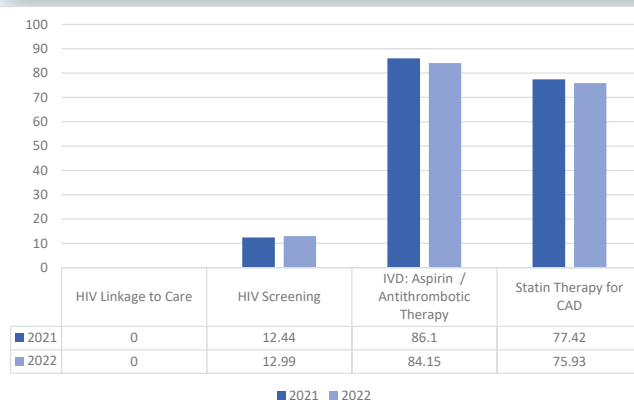
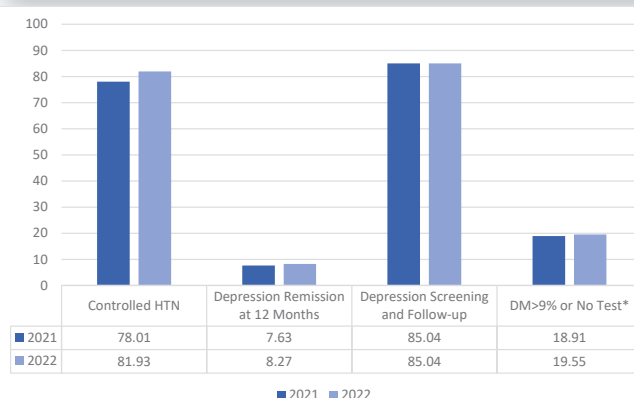
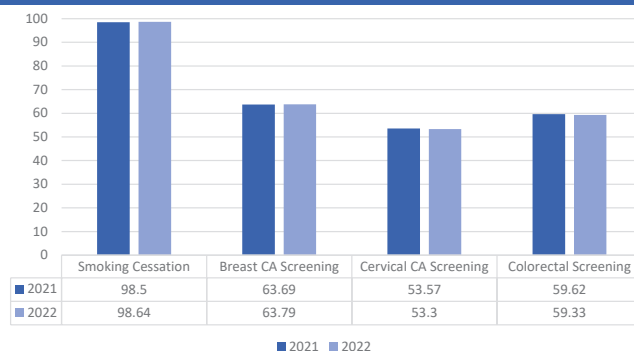


- Five out of the nine primary care sites are over the current goal of 90%.
- With Community Care Partnership of Maine, responsible for \$9 million in healthcare savings
- Community Care and Geriatrics made significant progress in many clinical quality measures.

#### Transparency and collaboration

- A new quality improvement page on PCHC's Intranet serves as a resource center for the organization, including quality measures, training videos, resource documents, and contact numbers.
- A bimonthly newsletter goes to clinical teams and others with exciting highlights of our quality work, including a Measure of the Month
- A collaboration with clinical teams has helped improve the colorectal cancer screening measures for Hope House Health & Living Center and the Adult Wellness Center.
- Quality team has been involved in improving the colorectal cancer screening for Hope House and the Adult Wellness Center.

#### UDS Clinical Quality Measures



# PCHC Pivots To More Sustainable Spending

For PCHC, 2022 was the first of what we know will be several years of recovery from the serious financial and operational challenges created by the COVID-19 pandemic. While a multi-year process of service recovery may seem daunting, it also offers opportunities to meet our mission in sustainable ways; to be effective stewards of our resources and to find new ways to open healthcare access in our communities.

The challenges we faced were not only a slower-than-expected rebound in patient revenue. Provider departures also contributed to shrinking revenue and other clinical staff shortages (specifically among medical and dental assistants) required PCHC to implement retention bonuses and increase its spend on wages and overtime to meet a competitive labor market and remain an employer of choice.

Unprecedented increases in utility costs, out of PCHC's control, also proved challenging. And the loss of stimulus dollars-COVID funds and revenue offsets-while not unexpected, also had significant impact on the balance sheet.

Faced with these challenges, PCHC pivoted to more sustainable spending, including eliminating 13 positions, ending duplicative benefits and evaluating our physical footprint (later selling two properties and terminating the lease on the Odlin Road Services Center building).

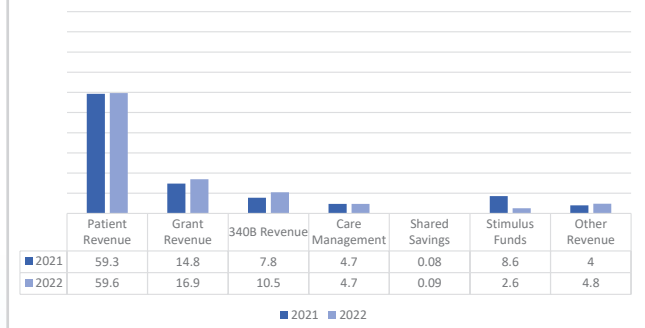
Our Finance team also worked to increase the sustainability of the 21 Schoodic Drive property in Belfast.

Thirty-six provider departures were offset by the hiring of 56, including dentists, physicians, advanced practitioners, audiologists, licensed clinical social workers, and a new dental therapist.

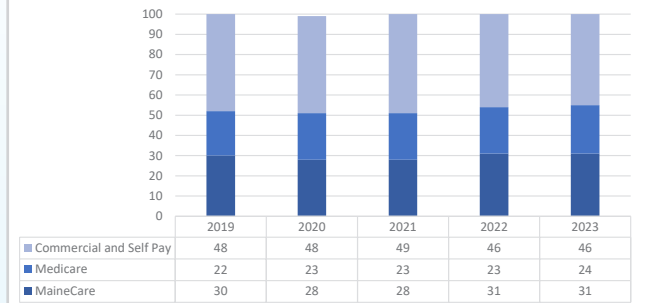
Another bright spot included an improved payer mix, with MaineCare's mid-year expansion to cover Adult Dental.

In 2022, PCHC provided \$6.5 million in charity care.

2021 and 2022 Revenue

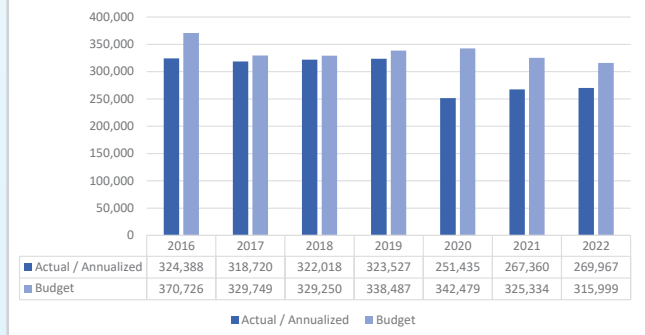


Payer Mix



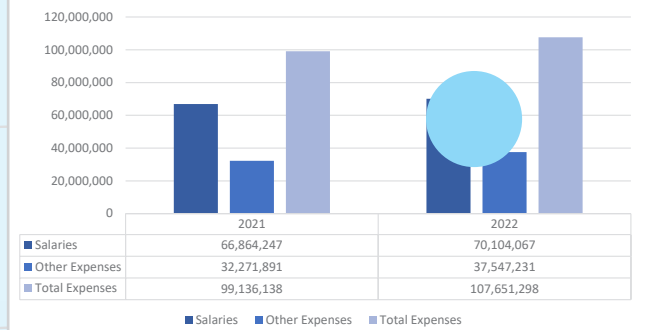
*MaineCare expanded coverage to include adults for preventative care*

Year over Year Comparison - Budget to Actuals



*Projecting growth in 2023 - recovery year*

Expenses



*Provided over \$6.5m in charity care*

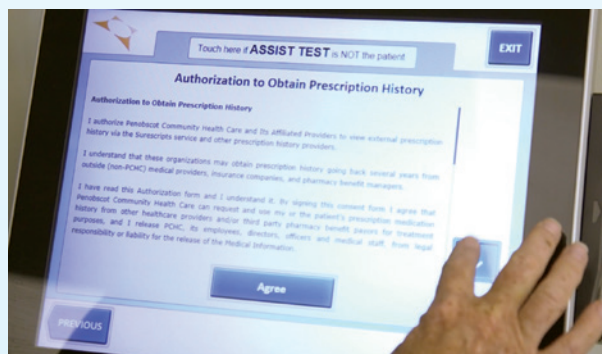
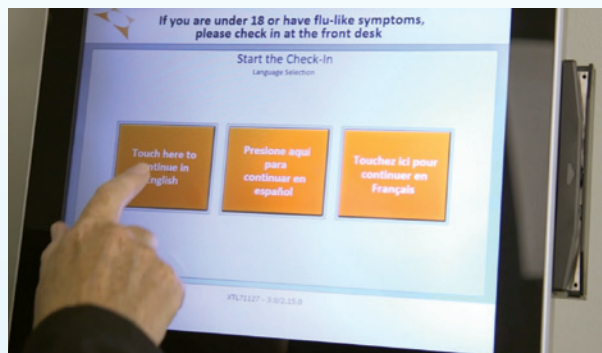


# Using Technology to Improve Access

Information Systems played a critical role in stability and sustainability in 2022, all while focusing on improving patients' access to care. Among the key programs rolled out during this time:

- **Clearwave technology.** The Clearwave platform brought new access to PCHC patients with self-scheduling, pre-registration, and other tasks that sometimes present a barrier to access. Patients can now schedule from anywhere via phone or home computer, and pre-register from home or conveniently at a clinic kiosk. Offering this convenience removes one more obstacle for patients adjusting to the often-changing post-pandemic workflows and protocols.
- **ezAccess Patient Portal.** New portal technology provides a broader range of access to our patients and will include pediatric patients in the portal for the first time.
- **Risk-stratification tool.** This new tool allows PCHC to identify and understand which patients have more challenges keeping scheduled appointments and keep track of this group's pattern of making and attending visits. PCHC can work with patients to get them seen on a same-day basis and ultimately improve their attendance score (while opening up valuable slots for other patients). This tool contributes to sustainability efforts while opening access.
- **Electronic renewals in athenaPractice.** Automatic prescription renewals in our electronic medical record (EMR) has increased increased efficiency, reduced errors and improved patient care. In addition, patients have benefited from the convenience and reliability of having their medications renewed automatically, which has improved medication adherence and overall health outcomes.

- **Microsoft suite of automation tools.** We are leveraging Microsoft's innovative platform for automation, providing significant benefits to our organization over the past year. With its user-friendly interface and powerful automation capabilities, we have been able to streamline workflows, reduce manual errors, and save valuable time and resources. By automating repetitive tasks and integrating steps from multiple departments, we have improved collaboration and communication between teams, enhanced data accuracy, and increased overall efficiency.



IS/IT

24

# Unlimited Solutions Clubhouse - 10 Years Strong

Unlimited Solutions Clubhouse in Bangor celebrated 10 years of service in the community. That's 10 years of providing vocational and life-navigation skills to people recovering from serious mental illness; 10 years of supporting the local economy with new members of the workforce, and 10 years of changing lives!

The community joined Clubhouse members in early October for a daylong celebration featuring member testimonials, special guests, panel discussions, lunch, and Clubhouse tours. Some VIPs were on hand too: community business leaders who support Clubhouse through hiring members.

"It's Bangor's best kept secret," said one employer. "My most loyal and enthusiastic team members are from Clubhouse."

Team members are glad that Clubhouse didn't remain a "secret" to them, citing benefits ranging from budgeting advice to movie nights, wellness programming to interview tips. All of them credit Clubhouse with intrinsic benefits, too—like learning how to navigate social circumstances and developing the confidence to shine in any role.

Member Stephanie put it best when she said: "Clubhouse changed my life."

In 2022, Clubhouse bounced back from the pandemic with 179 regular members for 19,777 hours of service. Ten members worked in transitional employment positions, while 72 members worked in Supported Employment and Independent Employment over the year. Some 28 members took part in the educational offerings, and all 179 participated in Wellness activities!





# Hope House 2022

The Hope House Health & Living Center entered 2022 with a newly renovated shelter, which provides more privacy and upgrades in sleeping quarters and bathrooms, and redesigned open spaces (including the dining room) that are more public health-friendly.

Adjusted workflows and more secure workspace have improved team communication and efficiency and allowed staff to interact with guests in positive ways.

Individuals experiencing homelessness continued to camp on the public land behind Hope House, and navigators and other staff members visited daily to offer opportunities for shelter or needed services to folks who did not want to live inside.

In 2022:

- Hope House offered emergency shelter to 321 unique guests
- 81.9 percent of the Hope House guests in 2022 had mental health diagnoses
- Just more than half of the guests had substance-use or alcohol use diagnoses
- 41 guests found housing! Of those
  - 11 people found permanent housing
  - 30 people moved into transitional housing

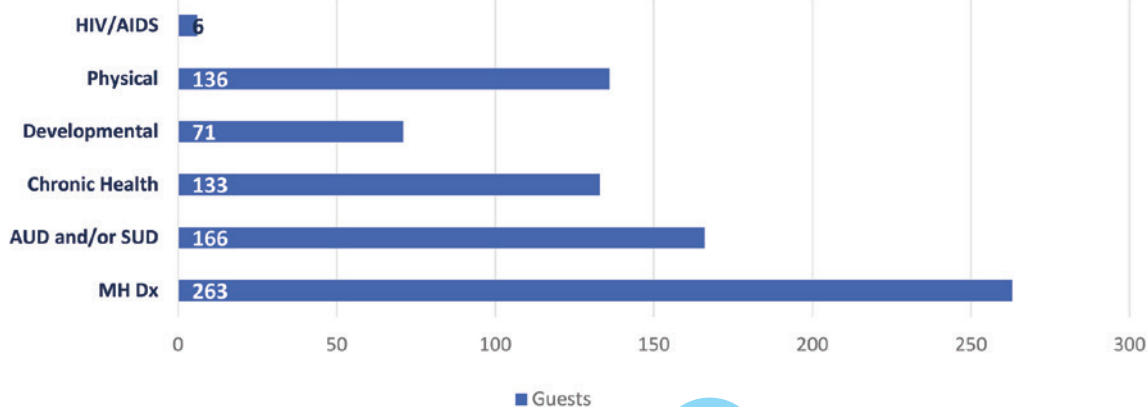
## Here are some success stories from 2022:

- A 70 year old man was able to access sober-living housing after living unsheltered and in the emergency shelter. His housing navigator reports that he and other men in the house are “thrilled” to have him as part of the group. Additionally, he volunteers regularly in the Hope House kitchen.
- A woman, 38, entered Hope House through the emergency shelter and later became a Transitional Housing Tenant. She joined the PCHC Suboxone program, which allowed her to secure full-time employment. Ultimately, she secured permanent stable housing and continues to participate in PCHC case

management, primary care and mental-health counseling. Housing has been a huge factor in her continued success.

- A 60 year old man had been living in his car after he lost a job and family relationships broke down. Initially a guest in the Hope House emergency shelter, he moved into transitional housing. Without employment, landlord references and other documentation, he found it difficult to secure housing assistance, and although he felt hopeless, he continued to work with his housing navigator. In 2022, he secured stable permanent housing and frequently expresses gratitude for the collaboration that made it possible.

## DISABLING CONDITIONS



HOPE  
HOUSE

## LOCATIONS

### BANGOR

Adult Wellness Center



Bangor School-Based Health Center



Bridge Clinic



Capehart Community Health Center



Central Lab



Community Care and Geriatrics



Dental Center



Hope House Health and Living Center



Infusion Center



Medical Specialists



Penobscot Community Health Center



Penobscot Pediatrics



Unlimited Solutions Clubhouse



Warren Center for Speech and Audiology



### BELFAST

Seaport Community Health Center



### BREWER

Brewer Medical Center



Brewer School Based Health Center



### JACKMAN

Jackman Community Health Center



### OLD TOWN

Helen Hunt Health Center



### WINTERPORT

Winterport Community Health Center



## SERVICES



Audiology



Family Medicine



Osteopathic  
Manipulation  
Therapy



Unlimited  
Solutions  
(vocational services  
for individuals living  
with mental health  
challenges)



Care Management



Health Care for  
the Homeless



Pediatrics



Chiropractic Care



Infusion Therapy



Pharmacy



Walk-In Care



Community Care  
& Geriatrics



Laboratory  
Services



Physical Therapy



Women's Health  
Care



Community Care  
Teams



Medical Specialists



Podiatry



X-Ray



Dental Care



Mental Health



Recovery Services



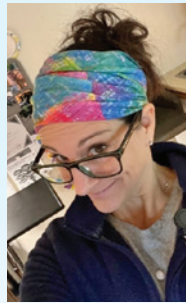
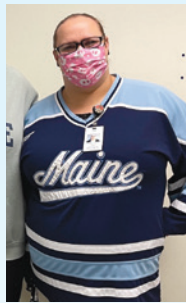
Nutrition



Speech Therapy



WE LOVE  
PCHC





# OUR MISSION

We provide comprehensive, integrated primary health care services for all to improve the health and wellbeing of our patients and the Maine communities we serve. PCHC believes deeply in the value of every human being and that fundamental belief informs our actions. We strive to ensure the best possible patient experience for all patients and seek to improve access to high-quality health care. Our policies and decisions shall not create barriers to accessing care, and our goal always is to improve access for the most vulnerable among us.

# OUR VISION FOR SUCCESS

A community in which everyone has access to quality, cost-effective health care, where people are empowered to advocate for their personal goals and needs and are supported by community-based resources, and where health encompasses physical and emotional wellness, personal dignity and a sense of belonging.

# VALUE

Patient-Centered Care | Respect | Passion | Quality | Innovation | Collaboration

