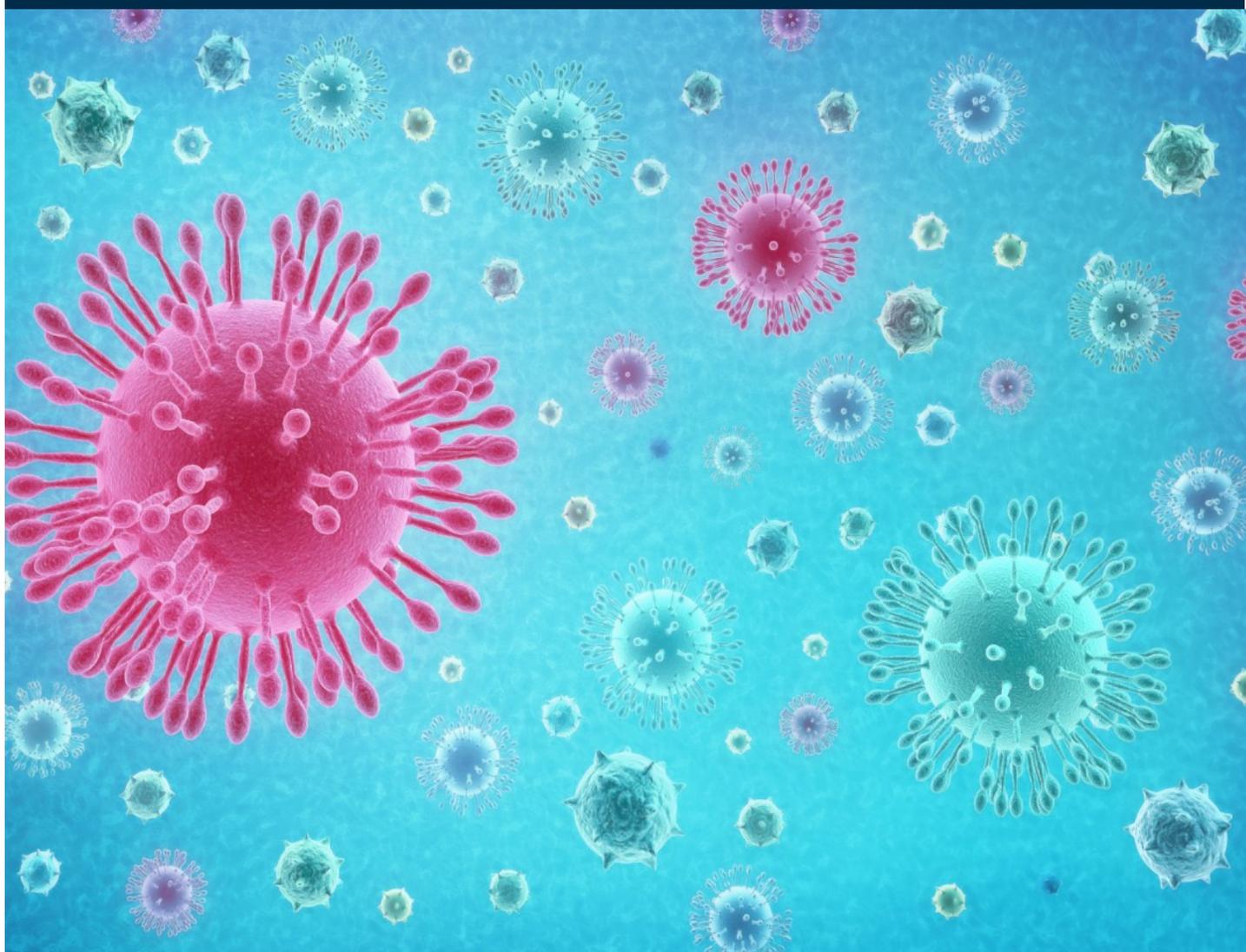


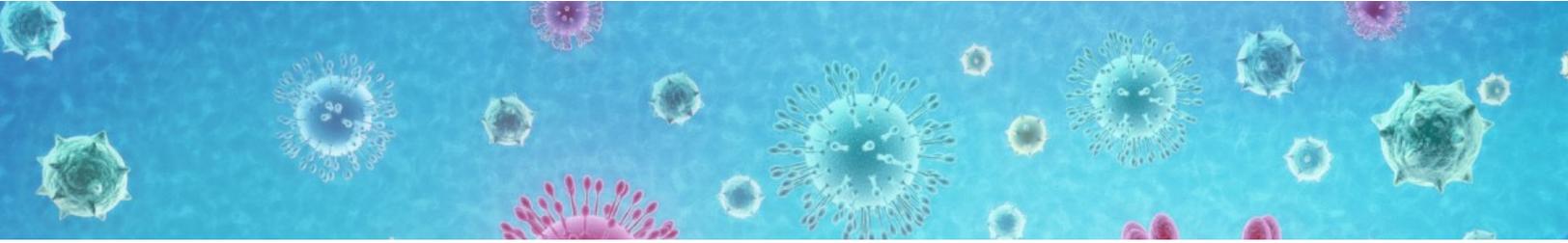


Maine Hospital Association Annual Report

2019-2020



A Pandemic Timeline



September 2020



Dear Colleague,

Only four people had died in China when MHA first alerted E-clips subscribers to a novel coronavirus circulating in Wuhan province. When MHA learned of the virus in early January, it wasn't even clear that it was transmittable between people.

But the January 20 STAT story about healthcare workers in China contracting the virus and dying from it made it clear that the virus was something Maine hospitals should be concerned about. The next day, health officials identified the first U.S. case in Washington State.

Now, months, millions of cases and tens of thousands of deaths later, that day in January feels like decades ago—an age of innocence. Nothing is the same any more and our annual report reflects that. Writing it the old way didn't make sense to us. We're living in a moment of history, and this year's MHA Annual Report needed to reflect that. Annual reports are always bits of history, but this year, we are writing for the future so that those who come after us can see what happened here in Maine and how MHA supported and advocated for hospitals. We want to show how the virus unfolded in Maine, the United States and around the world.

As I write this, one thousand people are dying every day across the country but Maine continues to see declining positivity rates. Our hospitals currently have only a handful of COVID-19 patients. We still are on tenterhooks. Is this a case of "as Maine goes, so goes the nation?" Or is Maine just a beat behind everyone and we'll see our numbers climb? In this case, being a national outlier is good, but I can't help but wonder if our luck will run out.

To feel better, I keep reminding myself of a joke that's been going around:

Public health officials: Stay 6 feet away from each other.

Mainers: Jeezum, why so close?

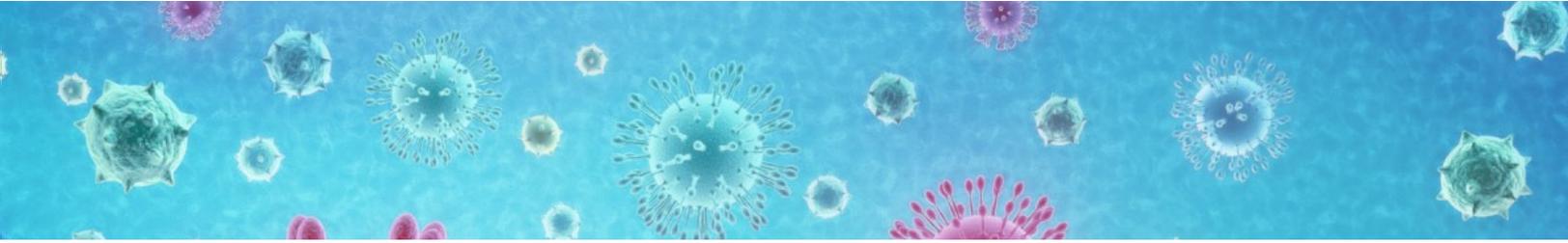
Maybe our collective reclusive natures will keep us safe.

Meanwhile, MHA will keep advocating for hospitals, reminding lawmakers and regulators that hospitals are a big reason our state has kept our case counts low. Maine hospitals canceled elective procedures and nonemergency care in order to prepare. We ramped up our lab and testing capacity and offered tests. Hospitals have partnered with the Maine Center for Disease Control to aid with contact tracing. We've made sacrifices and now we need help.

We at MHA will continue to work tirelessly to help all Maine hospitals. I wish you all a healthy and prosperous future.

Sincerely,

Steven R. Michaud
President



January

Dec. 31, 2019

The World Health Organization (WHO) reports about a mysterious pneumonia that's sickened dozens of people in China who are linked to a live animal market in Wuhan.

Jan. 11, 2020

China reports its first death from novel coronavirus.

Jan. 20, 2020

WHO calls emergency meeting on new virus in China, as cases spread to healthcare workers. **MHA includes** the story in *MHA E-clips* the next day.

Jan. 21, 2020

The U.S. sees its first case of the new coronavirus, a man in his 30s who had been in Wuhan.

Jan. 28, 2020

MHA creates a special coronavirus section on its website. It becomes a repository for resources for hospitals.

Jan. 30, 2020

WHO declares a global health emergency.



February

Feb. 5, 2020

Passengers of the Diamond Princess are quarantined off the coast of Japan. Eventually, the number of cases on board would reach more than 700.

Feb. 11, 2020

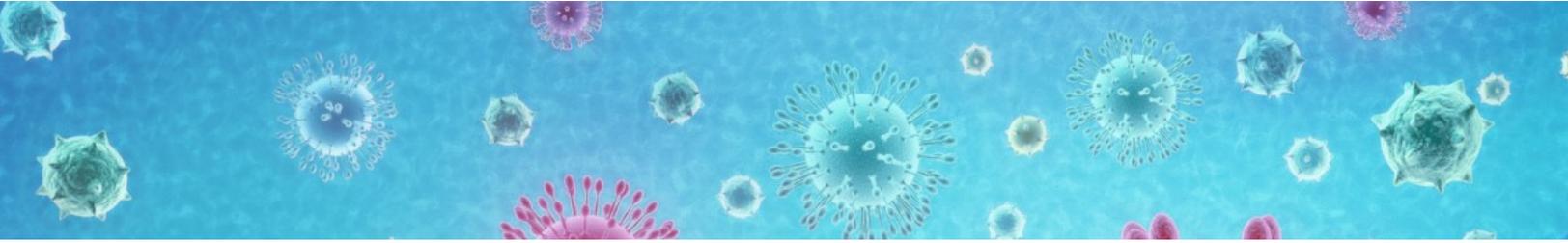
The WHO names the new disease COVID-19.

Feb. 26, 2020

The U.S. Centers for Disease Control and Prevention confirms the first suspected transmission in the United States not tied to any travelers.

Feb. 29, 2020

First U.S. death from COVID-19. Later, two deaths that occurred Feb. 26 at a nearby nursing home would be recorded as the first COVID-19 deaths to occur in the United States. Later still, a death in Santa Clara, California, on Feb. 6, would be deemed the country's first COVID-19 fatality after an April autopsy.



March

March 2, 2020

Maine Governor Janet Mills convenes a Coronavirus Response Team headed by Maine CDC Director Dr. Nirav Shah and consisting of commissioners of the Departments of Health and Human Services; Defense, Veterans and Emergency Management; Public Safety; Education; Corrections; Labor; Transportation; and Administrative and Financial Affairs.

March 3, 2020

The CDC issues new guidance allowing anyone to be tested for the virus without restriction. Until then, only those who had traveled to an outbreak area, who had close contact with people diagnosed with COVID-19, or those with severe symptoms, could get tested.

March 7, 2020

MHA publishes its first issue of *MHA COVID-19 Coverage*. By September, MHA had sent more than 80 issues.

March 11, 2020

MHA sends out a COVID-19 readiness survey to Maine hospitals, followed the next day by a request for hospital pandemic plans along with the relevant policies/procedures so that MHA can serve as a confidential repository for Maine's hospitals. "Please send us what you have and tell us what you need."

March 12, 2020

Maine reports its first positive presumptive case of the novel coronavirus (COVID-19).

Governor Mills 1) proclaims an insurance emergency to improve access to care and requires private health insurance plans to cover costs related to coronavirus testing; 2) suspends all non-essential out-of-state work travel by State employees; and 3) recommends, on the advice of Maine CDC, that non-essential large, indoor gatherings of 250 attendees or more be postponed in order to delay a potential coronavirus outbreak and substantially reduce its spread.

March 13, 2020

MHA publishes an op ed in the Bangor Daily News assuring readers that hospitals are ready for COVID-19.

President Donald Trump declares a national emergency.

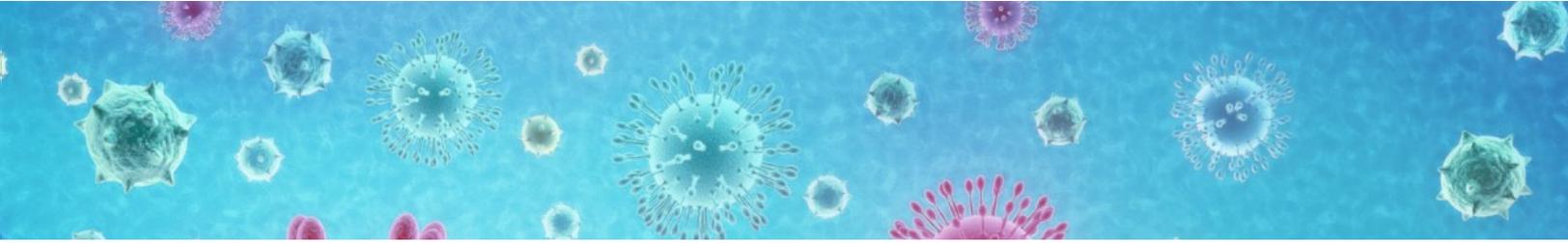
March 15, 2020

Governor Mills declares a Civil State of Emergency and recommends: 1) ending classroom instruction in public schools as soon as practical; 2) postponing all non-urgent medical procedures, elective surgeries, and appointments at hospitals and healthcare providers until further notice; 3) restricting visitors and all non-essential healthcare personnel to long-term care facilities except for certain compassionate care situations until further notice; 4) postponing all events with 50 or more people and all gatherings of more than 10 that include individuals at higher risk for severe illness, until further notice.

March 16, 2020

MHA meets with the Legislature's Appropriations Committee to request \$5 million in financial relief.

MHA meets with Maine CDC Director Dr. Nirav Shah to discuss testing, waivers, Personal Protective Equipment (PPE), surge capacity and how hospitals can work with the state to enhance Maine's preparation for, and response to, the pandemic.



March (continued)

March 17, 2020

Governor Mills announces a package of emergency measures granting access to at least \$11 million in State funding to respond to COVID-19, expand authorities of State and local officials to allow them greater flexibility to respond to the virus, and provide support to Maine workers affected by the virus.

March 18, 2020

MHA holds its first advocacy call with the federal delegation to discuss COVID-related relief for hospitals. Communications are ongoing.

Governor closes restaurants and bars to dine-in customers, prohibits gatherings of more than 10 and urges non-essential businesses to close.

March 19, 2020

Governor Mills presses the Federal government to provide more PPE and testing supplies to the State of Maine. She convenes a conference call with Maine's Congressional Delegation to discuss the State's response to COVID-19.

March 20, 2020

MHA asks the Governor to provide for financial relief for hospitals. Relief sought includes \$21M to max-out on upper payment limit (UPL) space. Communications are ongoing. Other requests are for advanced payments, relief from debt service and future relief payments should additional UPL room become available.

MHA holds a series of conference calls with the director of the Maine Health and Higher Educational Facilities Authority to discuss outstanding hospital bonds/loans and plan for contingencies should a problem arise.

Governor Mills issues an Executive Order suspending provisions of certain healthcare professional licensing statutes and rules to facilitate the treatment and containment of COVID-19. The order authorizes, among other measures, physicians, physician assistants and nurses who are licensed in good standing in another state to be issued an emergency Maine license valid during the state of emergency.

March 23, 2020

MHA begins holding weekly calls with staff from the Bureau of Insurance (BOI) to discuss any challenges or complaints. MHA asks that the BOI enhance its financial oversight of carriers due to the windfall benefits they will receive. Weekly calls are ongoing.

March 24, 2020

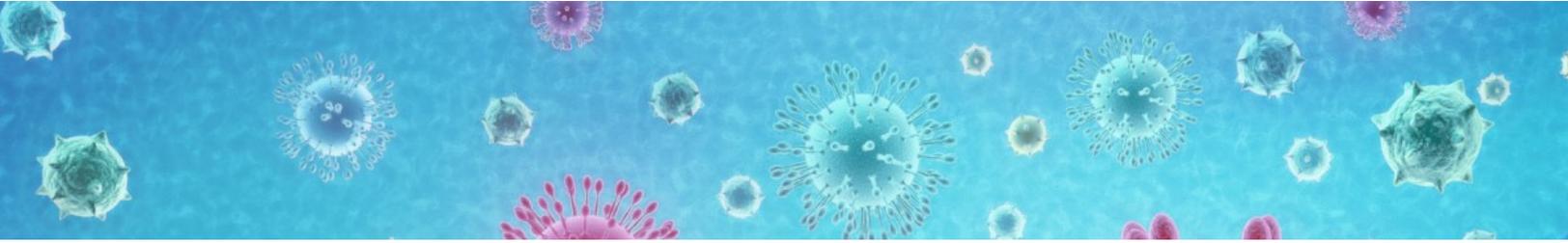
Governor Mills orders non-essential businesses to close their public-facing physical locations. Mills also urges all large, essential, public-facing businesses to employ strategies to reduce congestion in their stores.

March 25, 2020

MHA asks the Governor for regulatory relief via executive action. In the letter, MHA seeks over a dozen changes to regulatory rules under the Governor's control – everything from provider licensing and validation to Certificate of Need and data submissions to the Maine Health Data Organization.

MHA has submitted multiple waiver requests to the State since March 25th on additional issues including the effective date of the "Yellow Flag" law, and liability protections for hospitals and professionals.

Governor Mills signs an Executive Order to facilitate the expansion of telehealth by allowing licensed practitioners greater flexibility. Bureau of Insurance orders insurers to pay for such services.



March (continued)

March 27, 2020

MHA asks the Centers for Medicare & Medicaid Services to waive a number of regulatory requirements on hospitals.

President Donald Trump signs a \$2 trillion coronavirus relief bill into law. The law guarantees loans to small businesses and creates a lending system for distressed companies. It also provides financial aid to hospitals on the frontlines of the crisis.

Maine reports its first death from COVID-19, a Cumberland County man in his 80s.

March 29, 2020

MHA begins a regular conversation between MHA, hospitals and Department of Health & Human Services staff about how to minimize administrative burdens on hospitals. These calls are ongoing.

March 31, 2020

MHA surveys members on hand sanitizer supplies.

MHA hosts *Confronting COVID-19: Finding Hospital Capacity and Improving Patient Flow*, the first of dozens of free webinars, only some of which we have room to note here.

Governor Mills issues a series of new mandates to protect public health and safety, including a *Stay Healthy at Home* directive that requires people living in Maine to stay at home at all times unless for an essential job or an essential personal reason, such as obtaining food, medicine, healthcare or other necessary purposes.

April

April 1, 2020

MHA begins participating in weekly calls with different Department of Health & Human Services personnel on matters ranging from ventilators to personal protective equipment to alternative care sites.

Governor Mills requests a Presidential Major Disaster Declaration in light of the COVID-19 pandemic. It is approved on April 4.

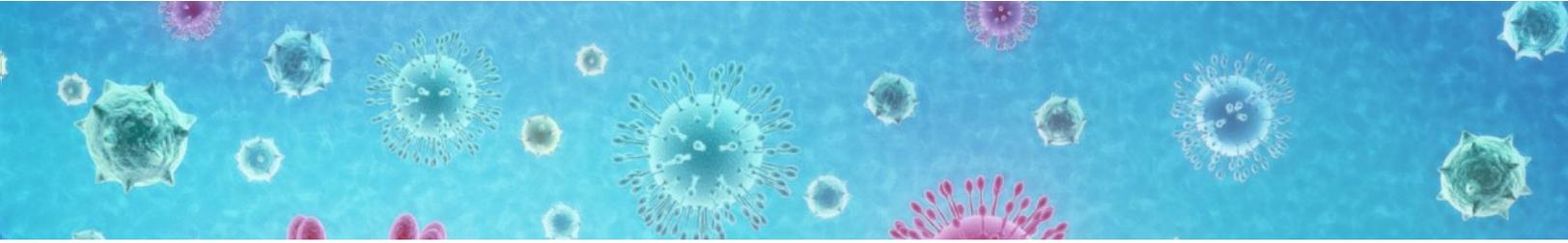
April 2, 2020

MHA hosts the webinar *COVID-19: The Disruption No One Planned For*.

April 3, 2020

MHA files a preliminary request to the U.S. Department of Health and Human Services Assistant Secretary for Preparedness and Response (ASPR), to access a portion of the \$50,000,000 *Hospital Association COVID-19 Preparedness and Response Activities* funding opportunity (EP-U3R-20-001). This five-year federal program supports the urgent preparedness and response needs of hospitals, health systems and healthcare workers on the front lines of the pandemic in order to prepare them to safely and successfully identify, isolate, assess, transport and treat patients with COVID-19 or persons under investigation for COVID-19.

Governor Mills issues an Executive Order mandating that travelers arriving in Maine self-quarantine for 14 days. She orders lodging establishments to close. **MHA requests and receives** an exemption for healthcare workers coming to work in the state.



April (continued)

April 7, 2020

Governor Mills signs an Executive Order to take additional steps to bolster the healthcare workforce, expand telehealth services and temporarily alleviate certain licensing requirements, building upon her March 20 Executive Order.

April 9, 2020

MHA hosts a webinar on labor law changes resulting from COVID-19 regulatory changes.

April 10, 2020

MHA is awarded the first tranche of the ASPR funds it had applied for and offers an equal share to each of its 36 member hospitals. Twenty-seven hospitals contracted with MHA to participate in the COVID-19 Program and each hospital received \$15,733 by April 30.

April 14, 2020

MHA posts staffing resources from Maine Hospital Solutions-endorsed companies to help members manage surge staffing.

MHA cancels its annual Summer Forum because of gathering restrictions and safety concerns. It's the first time in more than 25 years that the annual meeting hasn't been held.

April 21, 2020

The Maine Department of Health and Human Services launches the FrontLine Warmline to serve healthcare professionals. The phone line is staffed by volunteer professionals activated through Maine Responds, who can help callers to deal with anxiety, irritability, stress, poor sleep, grief or worry and, if needed, connect them with additional supports. The FrontLine WarmLine is available to clinicians and first responders from 8 a.m. to 8 p.m., 7 days a week by calling (207) 221-8196 or (866) 367-4440.

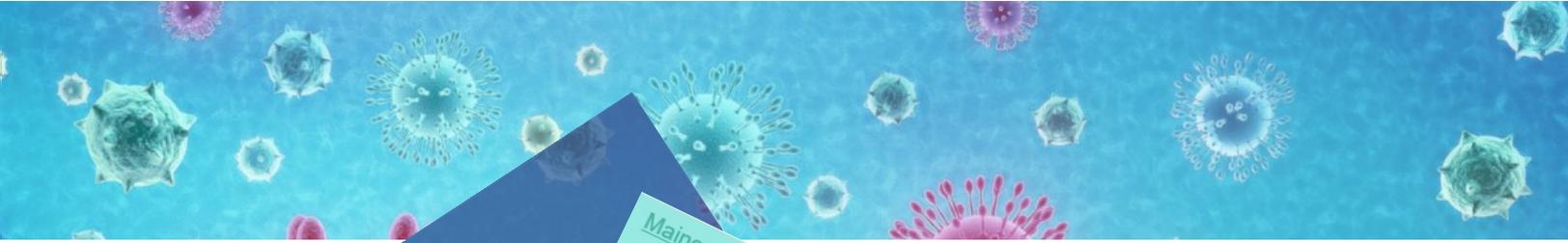
April 28, 2020

Governor Janet Mills presents her plan to gradually and safely restart Maine's economy. The plan, which comes as the State appears to be successfully flattening the curve, establishes four gradual stages of reopening, the first of which begins May 1. The Governor also announces she will extend the State's stay-at-home order in the form of a new "Stay Safer at Home" Executive Order, which she releases the next day.

April 29, 2020

MHA and Maine hospitals release their *Roadmap to Measured Resumption of Healthcare Operations During the Ongoing COVID-19 Pandemic in Maine*, outlining how Maine hospitals will safely resume patient care and services.

MHA co-hosts the webinar *COVID-19 and Hospital Case Management: What You Need to Know*.



**HOSPITALS ARE
PROTECTING MAINERS**

Maine CDC US CDC AHA WHO

M|H|A
Maine Hospital Association

**COVID-19
COVER**

Roadmap to recovery
April 29



Save one life,
you're a hero...

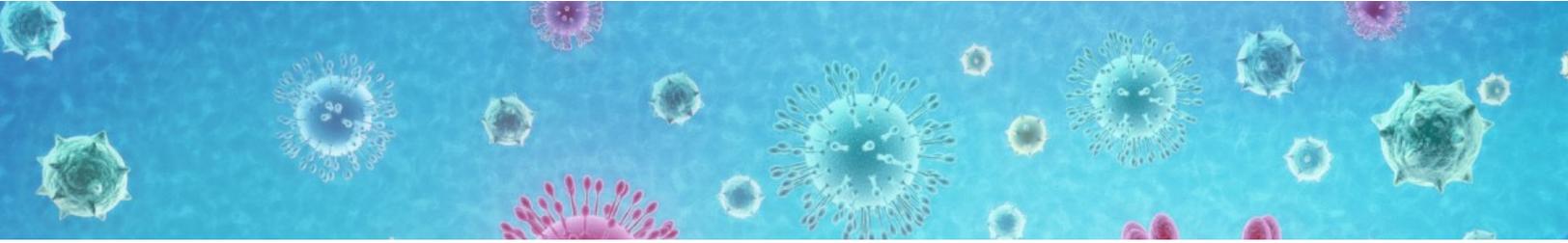
Save 100 LIVES,
you're a nurse.

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Thank you for
all you do.



May

May 6, 2020

MHA co-hosts the webinar *Telehealth – During and After COVID-19*.

MHA honors nurses on National Nurses Day with newspaper ads and on Facebook. Later during Hospital Week, **MHA posts** a video on Facebook, honoring healthcare workers.

May 7, 2020

Governor Janet Mills announces the State has partnered with Maine-based IDEXX Laboratories, Inc. to buy enough of the company's recently authorized COVID-19 testing kits to more than triple the State's testing capacity. This will soon allow anyone in Maine suspected of having COVID-19 to receive a test.

May 8, 2020

Governor Mills announces a Rural Reopening plan that allows certain businesses in counties with low transmission to open with safety precautions.

May 9, 2020

MHA reaches out to legislative leaders and the Appropriations Committee to ask for financial relief for hospitals.

May 12, 2020

MHA co-hosts two webinars, *Planning for the Future with COVID-19* and *Emergency Department Telemedicine Reimbursement COVID-19 Update*.

May 18, 2020

MHA hosts *Legal Developments Every Hospital Should Know During the COVID-19 Pandemic* with Verrill Dana.

MHA co-hosts *CFO Leadership During COVID*.

May 26, 2020

MHA hosts the webinar *Emerging Physician Recruiting and Retention Paradigms During and Post-COVID-19*.

May 27, 2020

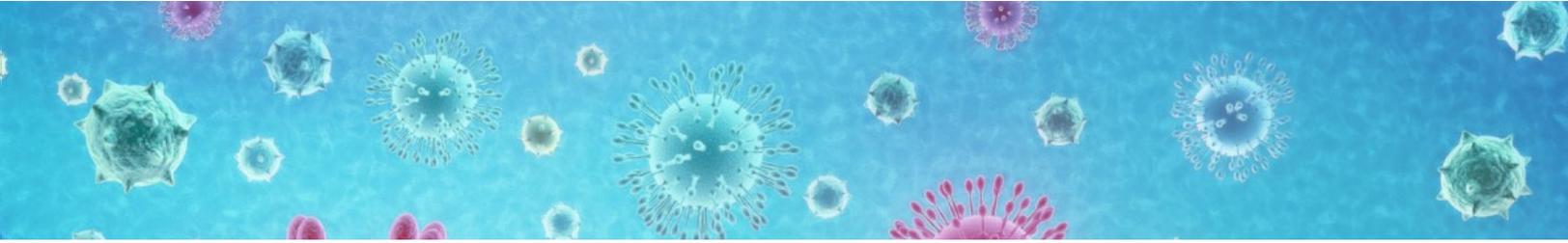
MHA is awarded the second tranche of ASPR funds and will reimburse each of the 27 participating hospitals for an additional \$38,918 of eligible expenses.

U.S. deaths reach 100,000.

May 29, 2020

MHA sponsors *Risk Management and Returning Volunteers*, a webinar.

Governor Janet Mills signs an Executive Order that allows for the gradual easing of restrictions implemented under previous Executive Orders as the state continues to reopen under the Restarting Maine's Economy plan. As of today, Maine has reopened its economy on par with or to a greater extent than most other New England states.



June

June 1, 2020

In a sign that COVID-19 has become a way of life, the Maine CDC reduces its weekly Zoom calls with hospitals to every other week.

June 4, 2020

On the same day, *The New England Journal of Medicine* and *The Lancet* both retract 2 studies on the use of hydroxychloroquine in COVID-19, after the authors said they could not vouch for the data used.

June 11, 2020

MHA co-hosts *Joint Commission Update: Surveys in the Age of COVID-19*.

June 25, 2020

MHA and the Maine Medical Association ask the Governor for \$100M in financial relief for hospitals and \$20M in relief for physicians.

MHA begins its six-part Virtual Leadership and Resiliency Series, which runs until September 3. The series is a substitute for the canceled Summer Forum.

June 30, 2020

MHA co-hosts *COVID-19: Preparing for the New Normal*, a free webinar examining the strategic and tactical challenges hospitals face as a result of the pandemic and how to address them.

July

July 1, 2020

The Mills Administration announced that it is exempting visitors from Connecticut, New York and New Jersey from the 14-day quarantine requirement or negative COVID-19 testing alternative, effective Friday, July 3, 2020.

July 13, 2020

MHA submits the final formal application narrative and budget documents to ASPR.

July 14, 2020

The Mills Administration announced that seven healthcare organizations will collectively launch nearly 20 “swab and send” COVID-19 test collection sites. Later in the month, four more will be added.

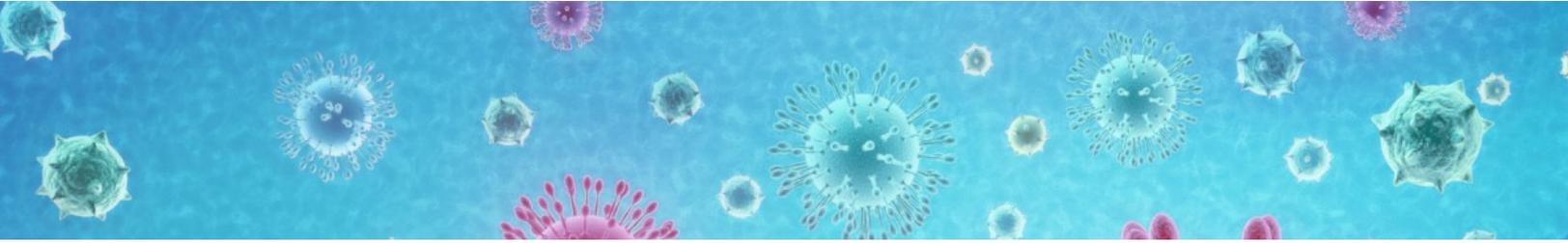
July 15, 2020

MHA co-sponsors *Returning to Work: A Comprehensive System for Protecting Staff & Patient Safety in Response to COVID-19*, a free webinar.

July 30, 2020

MHA offers *Communicating from Behind the Mask*.

The Mills Administration announces \$1 million from the Coronavirus Relief Fund to significantly and quickly expand services to help reduce the disproportionately large racial and ethnic disparities in COVID-19 in Maine.



August

August 7, 2020

A wedding held at the Big Moose Inn in Millinocket turns into the state's largest super spreader event. According to reports, 62 people attend, violating the state's 50 person limit on in-person gatherings. One of those in attendance has COVID-19. In less than 2 months, 8 people (none of whom attended the wedding) are dead and at least 177 people are infected. The wedding sparks outbreaks in a Somerset County nursing home and at the York County Jail.

August 10, 2020

MHA receives word from ASPR saying they have completed their technical review and MHA's application was successful, with no weaknesses or programmatic conditions for the *Hospital Association COVID-19 Preparedness and Response Activities* award.

August 11, 2020

MHA co-hosts *The CMS Transparency Rule: Strategic Considerations for Hospitals Webinar*.

August 27, 2020

The state announces the opening of five more swab and send sites, bringing the total to 27. Eight hospitals and health systems are running 16 of the sites.

September

Sept. 2, 2020

Governor Mills extends the state of emergency through October 1.

Sept. 8, 2020

AstraZeneca announces its putting its Phase III vaccine trial on hold while investigators look into a serious adverse reaction in a study participant. The trial is restarted a few days later.

Sept. 9, 2020

In a book by Bob Woodward, it's revealed that President Donald Trump knew in early February that the coronavirus was airborne and deadly, but continued to downplay its seriousness so as not to panic the public.

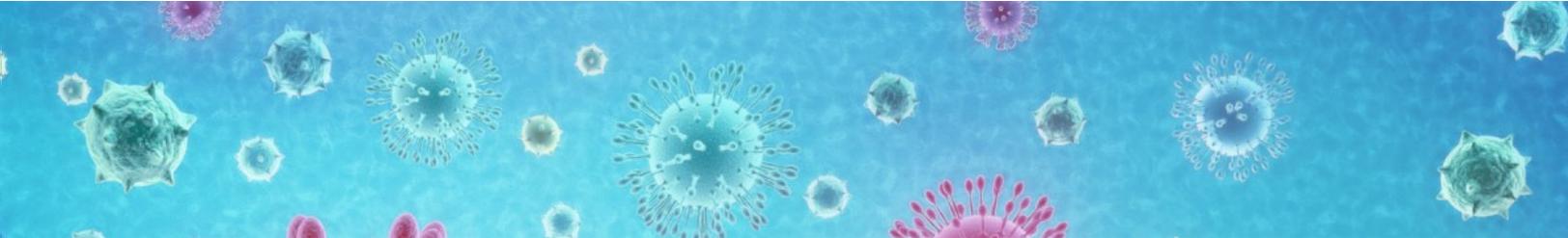
Sept.13, 2020

WHO reports the highest single day infection total at 307,930 worldwide.

Sept. 22, 2020

The United States reports its 200,000th death from COVID-19.

Sources used in this timeline: *State of Maine COVID-19 Response, Response Timeline*, <https://www.maine.gov/covid19/timeline>; *ABC News, Timeline: How Coronavirus Got Started*, <https://abcnews.go.com/Health/timeline-coronavirus-started/story?id=69435165>; *AJMC, A Timeline of COVID-19 Developments in 2020*, <https://www.ajmc.com/view/a-timeline-of-covid19-developments-in-2020?p=2>.



MHA Activities in the Before Times

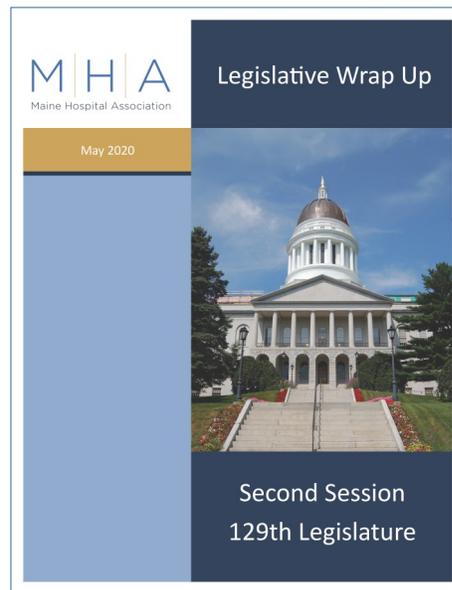
Advocacy

The second session of the 129th Legislature ended a month early because of the pandemic. Nevertheless, 182 bills were enacted, although that percentage was much lower than in previous years. MHA followed 145 of the 732 bills considered. We published a year-end summary outlining the enacted legislation.

The Insurance Committee modernized the position of physician assistant (LD 1660/Ch.627), giving hospitals and other healthcare facilities more flexibility in utilizing their talents. The Insurance Committee also clarified that Emergency Medical Services licensees may be utilized in hospital facilities in certain situations (LD 2025/Ch. 605).

The Health and Human Services Committee again liberalized the state’s telehealth policies to clarify that asynchronous consultations between providers must be covered (LD 1974/Ch. 649).

As is our election year practice, we also sent an updated *MHA Hospital Issues for State Office Candidates* to all legislative candidates.



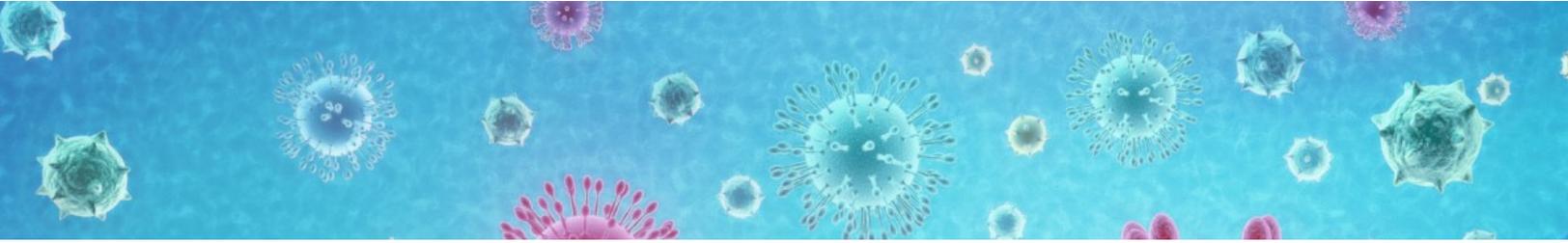
Small or Rural

Strengthening Rural Healthcare was the theme of the 2020 Small or Rural Hospital Conference that MHA hosted in February. The conference included panel discussions with Maine hospital CEOs to discuss new payment models, conversations on how to deliver more services in rural communities and how to improve safety and security in hospitals. The conference concluded with a panel discussion on reducing workplace violence in Maine hospitals.

Wage Index

MHA coordinated the Wage Index Improvement Project as we have done previously. Again this year, hospitals were able to choose between two qualified consulting firms to do the work. Due to COVID 19, many of the deadlines were pushed back by the Centers for Medicare & Medicaid Services so the process and results will occur later than in normal years.

Last year saw every proposed adjustment that hospitals filed accepted by the Medicare Administrative Contractor (MAC) after a significant amount of data exchange between the MAC, the consulting firms and the hospitals. This was the fourth straight year that all of the proposed adjustments were accepted, which is an excellent result.



Endorsed Services



Maine Hospital Solutions provides MHA members with cutting edge and cost-effective solutions.

Visit <http://www.themha.org/Endorsed-Services> for more information.

Acadia Benefits – Offers participating hospitals group discounts on insurance premiums for life and long-term disability insurance.

Bisson/Atlas Moving – Offers household or office moves; commercial furniture installation and reconfiguration; and document storage, retrieval and destruction.

Class Action Capital – Provides class action settlement claim management and monetization to the global corporate community.

Commerce Bank – Offers an automated accounts payable solution, allowing hospitals to pay invoices electronically and receive a revenue share.

Healthcare Workforce Logistics – Provides a vendor neutral solution for the management of locum tenen agencies.

HospitalCareers.com – Is a website that helps thousands of healthcare professionals find jobs and career paths.

Innovative Business Technology – Is an outsourcing specialty company that offers billing and recovery solutions for the hospital liability line of business.

Jackson Physician Search – Offers recruitment of physicians and advanced practice providers.

Lincoln Financial Group – Allows employees of MHA member organizations to choose from a wide range of retirement plan investment options.

Medical Mutual Insurance Company of Maine – Provides medical professional liability insurance.

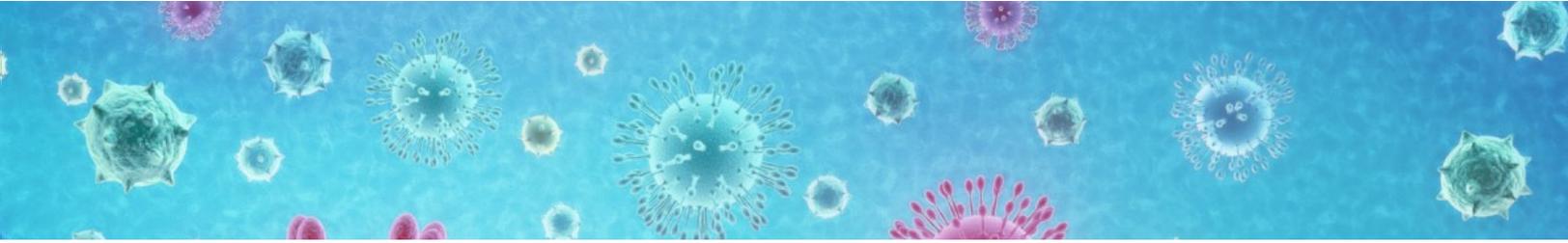
Medical Solutions (formerly FocusOne) – Provides vendor management software and relationships with a network of hundreds of Affiliate Providers to provide clinical healthcare professionals.

Oxford Technology – Provides strategic and advisory services and delivers senior level HIT consultants and contracted coders for HIM.

Performance Healthcare Solutions – Provides pharmacy benefit solutions that are a market disruptor and gives hospitals a significant discount on their pharmacy drug benefits for employees.

SunRx – Is a healthcare technology company that provides qualified hospitals with software and services to help these hospitals manage and optimize their 340B program.

VISTA Staffing Solutions – Recruits, credentials and places physicians in temporary assignments.



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2019-2020

MHA Member Hospitals

Bridgton Hospital, Bridgton

Calais Regional Hospital, Calais

Cary Medical Center, Caribou

Central Maine Medical Center, Lewiston

Down East Community Hospital, Machias

Franklin Memorial Hospital, Farmington

Houlton Regional Hospital, Houlton

LincolnHealth, Damariscotta & Boothbay Harbor

MaineGeneral Medical Center, Augusta & Waterville

Maine Medical Center, Portland

Mid Coast Hospital, Brunswick

Millinocket Regional Hospital, Millinocket

Mount Desert Island Hospital, Bar Harbor

New England Rehabilitation Hospital of Portland

Northern Light Acadia Hospital, Bangor

Northern Light A.R. Gould Hospital, Presque Isle

Northern Light Blue Hill Hospital, Blue Hill

Northern Light C.A. Dean Hospital, Greenville

Northern Light Eastern Maine Medical Center, Bangor

Northern Light Inland Hospital, Waterville

Northern Light Maine Coast Hospital, Ellsworth

Northern Light Mayo Hospital, Dover-Foxcroft

Northern Light Mercy Hospital, Portland

Northern Light Sebecook Valley Hospital, Pittsfield

Northern Maine Medical Center, Fort Kent

Pen Bay Medical Center, Rockport

Penobscot Valley Hospital, Lincoln

Redington-Fairview General Hospital, Skowhegan

Rumford Hospital, Rumford

St. Joseph Hospital, Bangor

St. Mary's Regional Medical Center, Lewiston

Southern Maine Health Care, Biddeford & Sanford

Spring Harbor Hospital, Westbrook

Stephens Memorial Hospital, Norway

Waldo County General Hospital, Belfast

York Hospital, York



Maine Hospital Association

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