2006 Annual Report
HealthReach Community Health Centers
Our Mission

HealthReach Community Health Centers is a sustainable system of community-based Health Centers dedicated to high quality, affordable health care. Qualified and caring professionals deliver services in response to the diverse needs of those we serve, in collaboration with local organizations. Respectful care is delivered within a rewarding environment that fosters innovation and creativity. We commit ourselves to the rural and underserved of central and western Maine.
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On behalf of the Board of Directors of HealthReach Community Health Centers, I am pleased to report that the organization continues to successfully provide great family health care, affordable and close to home.

Our team of dedicated providers and staff deliver quality primary and preventive health care and dental services to over 36,000 Maine residents and visitors each year, regardless of their ability to pay. The eleven health centers and one dental center at HealthReach Community Health Centers serve families in over 80 rural Maine communities.

We are pleased to report that despite a challenging health care environment, HRCHC achieved an operating surplus at the conclusion of a combined eighteen month fiscal period. We are positioned for financial success because of the hard work and commitment of our providers, staff, governing and community boards of directors, and volunteers.

No one championed this commitment to HRCHC more than Stephen E. Walsh, the organization’s past President/CEO. We were greatly saddened by Steve’s untimely death last year, and he will be missed by his colleagues, family and friends. Following Steve’s passing, the Board of Directors appointed Connie Coggins as President/CEO. Connie has demonstrated a commitment to serving the needs of our patients, staff and community volunteers.

Finally, we invite you to peruse our Annual Report and learn more about HealthReach Community Health Centers and our mission to provide great family health care in your community at an affordable price.

Leonard A. Dow
Chairman of the Board of Directors
This is my first Annual Report to the community on behalf of HealthReach Community Health Centers as President/CEO. Previously, I served for several months as acting President/CEO for the organization as well as Chief Operating Officer.

Since our last Annual Report, we continue to strengthen our financial position. The year ended with a surplus of revenues that has positioned HRCHC to invest in the organization’s future. Consequently, in 2006, HRCHC implemented new electronic practice management software which dramatically improved our front office scheduling capabilities.

Our 2007 budget addresses our commitment to adopt an electronic medical record (EMR) system over the next two years. The adoption of EMR will revolutionize the way we do business through improved patient safety and documentation, data extraction and overall operational efficiencies. This commitment will require a significant investment of our financial resources.

We are also in the midst of implementing the Planned Care Model which is reshaping the way we deliver health care to our patients. The model focuses on planned visits for patients with chronic conditions rather than waiting for the acute symptoms to reach a crisis. Through Planned Care we work with patients who focus on setting realistic, measurable, and attainable goals between the current visit and the next planned visit that will have a positive impact on the chronic condition.

Finally, as I reflect on our major accomplishments for the past year I believe we have never been as well positioned for the future as we are today. Our ability to deliver quality and affordable health and dental care services to the community will only continue to improve in years ahead.

Connie Coggins
President/CEO
HealthReach Community Health Centers (HRCHC) has been a vital part of the health care delivery system in Central and Western Maine for over 30 years. Through our system of eleven federally qualified health centers and one dental center, we provide comprehensive primary care services for the whole family to 36,000 Maine residents each year – regardless of insurance status or ability to pay.

Our health care providers are trained in primary care medicine and are dedicated to meeting the needs of people of all ages living and working in rural communities. HRCHC providers treat the “whole person” – not just physical symptoms, and form partnerships with their patients, encouraging them to take an active role in their care.

Joanne A. Chapman

“For some people having the health center close to home makes the difference between getting medical care or not. It means a great deal to this community, it’s wonderful that we had someone with the vision to make it happen and to keep it here.”

~ Joanne is a patient at the Rangeley Region Health Center

**Patients by Age Group**

- **55-64 yrs:** 13.5%
- **65 & Over:** 14.5%
- **0-5 yrs:** 5%
- **6-18 yrs:** 16.5%
- **19-35 yrs:** 20%
- **36-54 yrs:** 30.5%

**Great Family Health Care**

Outpatient practice – 2,024 patients totaling 7,039 visits in 2006.

**Bingham Area Health Center**

Providers:

- Cynthia Robertson, MD
- Melody Pratt, DO

Joined HRCHC: 1975
Affordable

HRCHCs’ services are available to everyone, regardless of ability to pay.

We bill all of the major insurance companies, Medicare and MaineCare. We also establish payment plans when needed. Through funding from the U.S. Bureau of Primary Health Care, we offer an Affordable Care Program, based on income and family size. In addition, we partner with two hospital-based programs which enable our patients to obtain specialty care, hospital services, and medication assistance on a sliding scale based on income.

Over 11,000 of our patients receive MaineCare. For patients who have Medicare as their primary payer, only a small percentage have secondary insurance. A total of 4,339 (11.3%) of our patients are enrolled in our Affordable Care Program.

Patients served per health center

And Close to Home.

We serve families in over 80 rural communities, primarily in Kennebec, Franklin, Oxford, Somerset, Lincoln, Sagadahoc and Androscoggin counties. Nearly 36,000 people chose us as their primary care provider in 2006, totaling 133,720 visits.

We work closely with four hospitals located in our service areas: Franklin Memorial Hospital (Farmington), MaineGeneral Medical Center (Augusta & Waterville), Redington-Fairview General Hospital (Skowhegan) and Stephens Memorial Hospital (Norway).

We also collaborate with a number of local organizations, state agencies and individuals who deliver crisis management, health, social service, education and other complementary services to area residents.

Madison Area Health Center

Providers:

- Marvin Lee, MD
- Linda Tully, RN, FNP,
- Gary Chaloult, FNP

Outpatient practice ~ 2,471 patients totaling 10,180 visits in 2006.
Services Provided at HRCHC
HRCHC provides comprehensive primary and preventive care services to children and adults. The core services available to Health Center patients include:

- Care of acute and chronic illnesses
- Checkups for the entire family
- Routine pediatric care
- Immunizations for children and adults
- School and sports physicals
- Well-woman exams and routine gynecological care
- Family planning services
- Laboratory services
- Minor surgery
- Referrals to specialty care and community resources
- Behavioral health services
- On-call emergency coverage, 24 hours a day, 7 days a week
- Affordable Care Program (for those who qualify based on income and family size)
- Evening hours available at some health centers to accommodate patients

Dr. Diane Campbell

“One of the priorities for me in practicing family medicine was not only the broad array of health problems that you can take care of, but also taking care of people who might otherwise not get access to care.”

Dr. Campbell is a physician at the Belgrade Regional Health Center

Joined HRCHC:
1977

Belgrade Regional Health Center

Providers:

- Diane Campbell, MD,
- Marvin Lee, MD
- Vickie Chapman, APRN

Inpatient practice with hospital care at MaineGeneral (Waterville) – 2,643 patients totaling 8,929 visits in 2006.
HealthReach Community Health Centers embarked on a strategic planning process in the summer of 2005. The process was led by a core group of staff and board members representing all aspects of the organization, and also included regular opportunities for a large group of stakeholders to participate.

In October of 2005, the Board of Directors approved the strategic plan and established our priorities for the next five years. The plan incorporated the following guiding principles:

**Continue to offer quality health care & improve our services**
We are working towards integrating the Planned Care Model for managing chronic illnesses across all our health centers.

**Radically upgrade our current technology to enable HRCHC to better serve our patients**
In 2006, we upgraded our information technology infrastructure to include high speed internet access, implemented new practice management software, and laid the groundwork to implement an electronic medical record system in 2007 and 2008.

**Achieve financial stability**
The year ended with a surplus of revenues that will allow HRCHC to invest in the organization’s future.

**Become the provider of choice in our health center communities**
Patient satisfaction surveys completed in the spring of 2006 found a high degree of satisfaction with our providers and the quality of care. We continue to monitor patient satisfaction and make improvements to our customer service.

**Become the employer of choice**
In 2005 and 2006 we held our 1st and 2nd annual Employee and Volunteer Recognition Events. Each event was highly successful with almost 250 employees, volunteers and guests attending.

**Assume leadership roles to broaden HRCHCs’ impact in the health care arena**
In 2006, Representatives Tom Allen (1st District) and Mike Michaud (2nd District) each spoke at one of our health centers during National Community Health Center Week. Both Congressmen expressed their ongoing support of HRCHC and the community health center program.

Rep. Tom Allen accepts a plaque for his steadfast support of community health centers as HRCHC President/CEO Connie Coggins looks on.

Richmond Area Health Center

Providers:
- Linda Hermans, MD
- Catherine Lockwood, MD
- Shelley Hickey, FNP
- Tom Bartol, NP

Dr. Forrest West

"Planned care focuses on planned visits for patients with chronic conditions rather than waiting for a health crisis to develop. An important part of planned care is patient involvement in his or her care through the self-management goal process.

~ Dr. West is the Clinical Medical Director for HRCHC & a physician at the Lovejoy Health Center"

Management of Chronic Illnesses

HealthReach Community Health Centers is committed to improve the health of patients suffering from chronic diseases. Consequently, HealthReach is reshaping the way we deliver health care to our patients through the Planned Care Model.

Planned Care focuses on planned visits for patients with chronic conditions rather than waiting for patients to develop acute symptoms before calling for appointments. The foundation of Planned Care is actively involving patients in the management of their chronic conditions by setting self-management goals.

Through patient self-management goals, providers and staff join with patients to set realistic, measurable, and achievable treatment goals that patients are willing to work on between their current and the next planned visit. For example, goals may include eating healthier foods, becoming more physically active, and reducing stress. Our providers and staff understand that it is important to encourage patients to adopt goals that will lead them to longer and healthier lives.

Sue Charles

"It was nice to know that someone cared enough about me to mention the “Living a Healthy Life” classes. Every day I think about the group. I drink water, exercise and move more. As you age you are going to lose some flexibility and you need to keep your muscles fluid.

Sue attended “Living a Healthy Life”, a series of classes offered at Lovejoy in collaboration with MaineGeneral."

Lovejoy Health Center

Providers:
- David Austin, MD
- Andrew Rice, MD
- Paul Forman, MD
- Forrest West, MD

Inpatient practice, including obstetrics, with hospital care at MaineGeneral (Waterville) – 5,346 patients totaling 19,676 visits in 2006.
Sheepscot Valley Health Center

Providers:
- Carol Eckert, MD
- Richard Fein, DO
- Roy Miller, MD
- Kathryn Wistar, MD
- Terry Hartford, FNP
- Ann Schaer, PA-C

Inpatient practice, including obstetrics with hospital care at MaineGeneral (Augusta) ~ 4,941 patients totaling 18,690 visits in 2006.

Dr. Richard DeCarolis

“With electronic medical records we are going to be able to take care of our patients in ways that we have not before. We feel we can provide enhanced patient care if we can keep better track of all of our patients’ numbers and values. I am very excited about this project.

– Dr. DeCarolis is the Operational Medical Director for HRCHC, and a physician at the Bethel Family Health Center.

Electronic Practice Management & Medical Records Systems Adopted

For the past year, HealthReach Community Health Centers has been engaged with implementing new Electronic Practice Management (EPM) and Electronic Medical Records (EMR) systems.

These new systems will improve the quality of patient care through the latest technology available for health care providers. The initial conversion to the new EPM system for all 11 of our health centers was completed in January 2007.

The company’s previous practice management software was implemented in 1991. Consequently, the benefits of the new EPM system are quite significant. We have been able to dramatically improve our front office administrative functions for scheduling. With EPM implemented, the company will now turn its attention to the adoption of an Electronic Medical Records system.

The benefits of EMR for both HealthReach and our patients will be substantial. For example, EMR will provide improved patient safety and documentation. It will also provide us the ability to extract data to identify patient populations as well as to access patient information from area hospitals.

Our first health center will go live with the new EMR system in July of 2007. The remainder of our health centers will adopt the EMR by December 2008.

Dr. Richard DeCarolis

Joined HRCHC: 1980
At HealthReach Community Health Centers, the generous donations of individuals, businesses, foundations and community partners play a pivotal role in our ability to accomplish our mission. Everyday our medical and dental providers and their support teams offer the finest healthcare to area residents and visitors. We are committed to make those services affordable and accessible to every person in the Maine communities we serve.

Legislative changes in Medicare, MaineCare (Medicaid), and other programs for the elderly, disabled or low income families result in budget shortfalls. Charitable gifts help reduce costs, provide access to care for those who cannot afford it, and improve the quality of care for everyone. Medical technology and more effective ways to diagnose and treat disease are rapidly progressing. Gifts from donors enable us to purchase state-of-the-art equipment and offer cutting-edge treatments that improve patient outcomes. Offering premium care to patients with chronic medical conditions (diabetes, asthma and depression) involves new ways of engaging patients in their own goal setting and additional resources. Donations enable us to sponsor patient self-help classes and support the cost of continuing education for our physicians and healthcare professionals.

Each year, grateful patients, family members, community partners and employees make generous gifts to

Health Reach Community Health Centers Provides Care to Rural Maine

“Pal” is a patient at the Lovejoy Health Center, located in Albion, Maine

Joined HRCHC: 1986

Strong Area Health Center

Providers:
• Ann Schwink, DO
• Madelyn Besse, PA
• Robert Underwood, PA

Outpatient practice – 2,009 patients totaling 8,419 visits in 2006.
sustain our health centers and support
our Annual HealthReach/United Way
Combined Campaign.

Giving opportunities at
HealthReach Community Health
Centers include donations of time,
money, goods or services to the
organization or to an individual health
center. Our goal is to match donors’
interests and values with the needs of
individual health centers. As a 501(c)3
non-profit organization, financial
donations to HealthReach are tax
deductible under IRS rules.

We are grateful for the tremendous
support of the quality health care we
provide every day. Play a meaningful
role in ensuring that residents of your
community obtain the health care they
deserve by becoming involved with
HealthReach Community Health
Centers.

- Make a financial contribution
- Give a donation of goods or
  services
- Participate in your local health
center activities
- Volunteer your time
- Become a member of your health
center’s community board

For more information about how
you can contribute or to find out
about the needs of the community
board of your health center, contact
our Development Office at (207)
861-3466 or by email at HRCHC@
HealthReach.org.

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Carol & Leslie “Pal” Clark

Pal was one of the first
patients at the Lovejoy
Health Center. Carol
became a patient
shortly thereafter.

“I would not have known what to do if the health
center had not been here. It is comforting to know
that the health center is close by.

Carol is a patient at the Lovejoy
Health Center, located in Albion, Maine

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Mt. Abram Regional Health Center

Providers:

- Robert Jacobs, MD
- Cherry Baker, FNP

Outpatient practice – 1,523 patients totaling 5,647 visits in
2006.

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Joined HRCHC: 1986
Friends & Financial Supporters

HealthReach Community Health Centers deeply appreciates the generosity of the following supporters who made pledges or contributed donations or in-kind gifts to the organization and/or individual health centers between July 1, 2005 and December 31, 2006.

Our list does not include donors who contributed directly to individual community boards. In addition, donors who contributed exclusively to the Stephen E. Walsh Memorial Fund are listed separately in the following pages. The names in italics represent our current employees.

Thank you for your tremendous support which is critical to our mission of providing high quality, affordable healthcare services in rural Maine communities.

| Tom and Judy Abbott | Cousineau, Inc. |
| ADCO Surgical Supply, Inc. | Barbara Covey, MD |
| Advanced Collection Services | Sarah Cunningham |
| Jeanne Alley | Kathryn Darrow |
| Earl and Marjorie Andersen | Ann Davis 2 |
| Androscoggin Savings Bank | The Davis Family Foundation |
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| Anonymous-3 | Jody Dickey |
| Kellie Atwood | Bruce and Yvette Dickinson 7 |
| Linda Ayer 3 | Christa Dilshunt |
| Julie Bailey | Doneva Acres |
| Bald Mountain Camps | Leonard Dow |
| Bangor Savings Bank | Patricia Dumas |
| Ann Barnett | Linda Durland |
| Thomas Bartol, NP and Barbara Moss | Laurel Dyer |
| Barton Financial | E.W. Moore and Son Pharmacy |
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| Juanita Bean | Richard Fein, DO |
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| Boothby and Bartlett Company | Vincenta Gage 4 |
| Kevin and Dawn Brooks | Dale Gardner |
| Carsten Brueninghaus 7 | Barbara Gellman |
| Katharine Caillet, LCSW | Getting Healthy: A Healthy Maine Partnership |
| Diane Campbell, MD | Sophia Glidden |
| Maribeth cannning | Teresa Gregory |
| Vickie Chapman, FNP | Robert and Pamela Handley 4 |
| Rick and Connie Coggins | Hannaford Supermarkets - Elm Plaza - Waterville |
| Eugene and Mary Jane Cole 4 | Hannaford Supermarkets - Jay |
| Jill Conover | Linda Hermans, MD |
| Cory Courtois | Shelley Hickey, FNP |

Outpatient practice ~ 5,299 patients totaling 21,512 visits in 2006.
Friends & Financial Supporters, continued

David Holmes 4
Houle’s Plumbing and Heating
Estate of Gordon B. Howe 6
Johnny’s Selected Seeds
Jorgensen’s Cafe
Wendy Joslyn
Mauno and Katherine Kankainen 4
Kennebec Savings Bank
Ketner Pharmacy
Jeannie Kibbin
Faith Knowlton 3
Kozak and Gayer, PA
LaFleur’s Restaurant
Lakewood Golf Course
Rebecca Lamey
Susan Laney
Judith Leadley
Tara Lemieux
Madison Paper Industries
MaineGeneral Health
Dorothy Major
Herbert Mansmann 8
Maplewood Restaurant
Catherine Marden 3
Anthony Marple
Howell and Wilma McClure 4
William and Margaret McGee, Jr. 4
John McGough
Harvey and Virginia Metzler 1
Dr. Roy and Lisa Miller

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Ann Schwink, DO
Sarah Seder
Senior Citizens Group 4
Susan Sherman
Sherrill Smiley
Mary Smith
Sharon Smith-Bouchard, RDH
Stephens Memorial Hospital
Janelle Sylvestre
Bernice Tardiff
Taylors Drug Store
Ellen Tewksbury
The Boiler Room Brew Pub and Restaurant

The Thomas Agency
Jeanette Tinker
TOPS #ME 125 - Albion
Carolyn Tranten
Jennifer Umberhind 7
United Way of Kennebec Valley
United Way of Mid Coast Maine
United Way of Mid Maine
Wal*Mart - Waterville
Dorothy Wallace 7
C. Forrest West, MD
Brenda Wilcox
Donna Williams
Norma Wing
Wings Hill Inn and Restaurant
Anne Winter 5

We have tried to ensure the accuracy of this report. If you note omissions or errors, please notify the Development Office at 207-861-3466.

Rangeley Region Health Center

Providers:

- Tasha Hofmann, DO
- Robert Underwood, PA

Outpatient practice - 1,873 patients totaling 6,337 visits in 2006.
In Memory of Stephen E. Walsh, MHA

On November 21, 2006, Stephen E. Walsh, MHA, HRCHCs’ past President, died peacefully surrounded by his family after a long and courageous battle with cancer. Steve is missed by all of us at HealthReach who cherished his kindness, sense of humor, and enthusiasm for life. Surviving are his loving wife, Donna (Westbrook) Walsh and their three children, Daniel, Jonathan and Adriana.

In lieu of flowers Steve’s family had requested donations be made in his memory to The Stephen Walsh Memorial Scholarship Fund. The Scholarship was initially created through a generous contribution from Steve with the goal of providing an annual scholarship for a dependent of a HRCHC employee. Scholarship applicants submit essays describing their commitment to their community, something Steve was passionate about.

To date, several thousand dollars have been generously donated to the Scholarship Fund. These generous contributions will allow this annual Scholarship to be self-sustaining.

In 2006, Kurtis J. Barnett, the son of Ann Barnett, a Registered Nurse at the Western Maine Family Health Center, was the first Stephen Walsh Memorial Scholarship recipient. Kurtis was a Fire Science major at Southern Maine Community College and wrote in his essay of his commitment to serving his community as a volunteer firefighter.

Steve, in 2005, speaking at a Maine Primary Care Association conference while Maine Governor John Baldacci and Kevin Lewis, Executive Director of the MPCA looked on.

Bethel Family Health Center

Providers:
- Richard DeCarolis, DO
- T. Kevin Finley, DO
- Jennifer Landry, PA
- Jan Whitworth, PA

Outpatient practice – 4,221 patients totaling 16,054 visits in 2006.
Stephen E. Walsh Memorial Scholarship Fund Contributors

Timothy and Kathleen Ahearn
Deborah Albert
Geraldine and Raymond Allard, Jr
Raymond L. Allard, III
Richard and Wendy Allard
Steven and Eleanor Angelino
Mark and Amy Avery
Mark and Judith Bard
Thomas Bartol, NP and Barbara Moss
James and Bette Jane Bates
Louis Battelli
Peter Beckerman
Belgrade Regional Health Center, Inc.
Barbara Belliveau
Anthony and Kelley Bernard
Robert and Norma Bishop
Paul and Elizabeth Bourgeois
Nadine Bourgeois
Douglas and Nona Boyink
Kevin and Dawn Brooks
Kenneth Brown
Scott and Patricia Bullock
Katharine Calder, LCSW
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Robert and Mary Cembrola
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David and Margaret Covene
Anthony and Judith Dadah
Theodore and Karen Dalzell
Theodore and Kathleen Dalzell
Ernest and Mary DiDonato
Sara Dyer
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Esthetic and Reconstructive Dentistry
Stefan and Karla Evers
Michael and Patricia Fallon
R. H. and Patricia Farrell
Dennis and Stephanie Flanagan
Dr. Paul and Daria Forman
Norman and Anne Fournier
Susan Gurney
Barbara C. Harkins
Leslie A. Hawkins

HealthReach CHC: Central Billing Department
HealthReach Network
Gary and Tarrye Henry
Terri Hibbard
Michael and Karen Hilton
Hinojosa Educational and Head Start Center
Arlan and Eleanor Jodrey
Katahdin Valley Health Center
David and Jennifer Lachapelle
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Rebecca Lamay
John and Debra Laplante
David and Penny Laplante
Lovejoy Empty Nesters
Lovejoy Health Center Staff
James and Mary Lynch
Maine Adventures in Creativity
MaineGeneral Health
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Stephen and Patricia Menno
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Quicksilver Farm
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Rowland French Medical Center
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Sheepscot Valley Health Center Board of Directors
Marc and Sarah Sirois
John and Catherine Sutton
The 107 - Warner Leather Group, Inc.
Faith Thompson and John Hunnewell
Kevin and Donna Thorne
Cheryl Viles
Waldo County Oil and Propane, Inc.
Donald and Filomena Westbrook
Barry and Jane Wherren
Michael and Melissa Willette
Winslow Junior High School

Strong Area Dental Center

Providers:
- Katherine Heer, DMD
- Sharon Smith-Bouchard, RDH

Outpatient practice - 1,084 patients totaling 3,200 visits in 2006.
HealthReach Community Health Centers is pleased to present our Annual Report covering fiscal year July 1, 2005 to June 30, 2006 as well as an additional fiscal year covering July 1, 2006 to December 31, 2006. HealthReach began our new fiscal year on January 1, 2007. Henceforth, our fiscal year will match the calendar year, unlike previously when it ran from July 1 to June 30.
Our Values & Standards

**RESPECT**
Treat everyone with dignity, respect, and empathy. Treat patients, families, and fellow employees the way you would like to be treated.

**EXCELLENCE**
Demand the best of yourself in caring for others. Maintain a high standard of ethical behavior and personal expertise in the performance of your work.

**SERVICE**
Recognize that you are here to serve. To do so, you must understand and meet the needs of patients and strive to exceed their expectations.

**PROFESSIONALISM**
Project a positive image of the organization through actions, words and appearance.

**EMPATHY**
Take time to listen and understand what people are experiencing.

**COMMUNICATION**
Communicate effectively by listening attentively and speaking with sensitivity and honesty in a clear and direct manner.

**TEAMWORK**
Acknowledge that in working together the team is able to accomplish more than you can individually.
Belgrade Regional Health Center
Belgrade Lakes, Maine
(207) 495-3323

Lovejoy Health Center
Albion, Maine
(207) 437-9388

Rangeley Region Health Center
Rangeley, Maine
(207) 864-3303

Strong Area Health Center
Strong, Maine
(207) 684-4010

Bethel Family Health Center
Bethel, Maine
(207) 824-2193

Madison Area Health Center
Madison, Maine
(207) 696-3992

Richmond Area Health Center
Richmond, Maine
(207) 737-4359

Strong Area Dental Center
Strong, Maine
(207) 684-3045

Bingham Area Health Center
Bingham, Maine
(207) 672-4187

Mt. Abram Regional Health Center
Kingfield, Maine
(207) 265-4555

Sheepscot Valley Health Center
Coopers Mills, Maine
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(207) 897-4345

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