

HealthReach Community Health Centers



COMMUNITY REPORT 2011

Fulfilling our mission to provide quality, affordable, patient-centered healthcare in the medically underserved communities of Central and Western Maine.

Dear friends...

Please join us in celebrating another successful year of providing affordable, quality health care to Central and Western Maine. Join us as we celebrate our latest accomplishments and look to the future.



Message from our president



"All our health centers are invested in the well-being of the residents of the 80 Maine communities we serve."

HealthReach Community Health Centers is committed to a "patient-centered" model of care. Our Belgrade Regional Health Center site has been participating in the state-wide patient-centered medical home pilot for the past three years and during 2011, six of our health centers (Bingham Area Health Center, Madison Area Health Center, Mt. Abram Regional Health Center, Rangeley Family Medicine, Strong Area Health Center, and Western Maine Family Health Center) were chosen to participate in the Advanced Primary Care Practice pilot program. Supported by the Affordable Care Act, this initiative will support these health centers to work towards certification as Patient Centered Medical Homes.

What is a patient centered medical home? It's a practice that has strong systems to support the partnership between patient, provider and staff to ensure open communication, access to care when it is needed, solid care coordination and connection to community resources with the ultimate goal of ensuring that the needs of our patients are met. Our vision to enhance the patient-focused partnership with our communities that began 36 years ago and

continues today includes the on-going expansion of our behavioral health services (integrated at four health centers in 2011 with more to come in 2012), embracing technology that enhances communication with patients (by the end of 2012, patients at all 11 of our sites will be able to communicate via a secure electronic portal with their healthcare team), and collaborating with our patients to ensure that they receive the preventive care that they need (with the help of reporting from our electronic medical record).

We couldn't do all of this without the support of our staff members, the members of our Health Centers' Community Boards and the HRCHC Governing Board. We thank them for their dedication to the health and well-being of their respective communities.

Connie Coggins
HRCHC President



"Caring for my community is a terrific privilege. It is an honor to care for families in Livermore Falls and surrounding areas - to share in their joys, their grief, their successes. It gives me a unique perspective on my own family's life."

- Emma Ansara
Family Nurse Practitioner, Western Maine Family Health Center



Message from our Board Chair

On behalf of the Governing Board, I am pleased to report that the practices of HealthReach Community Health Centers are doing very well in meeting the demands of providing health services to our Central and Western Maine residents. It is evident from health center to health center that our communities and over 30,000 patients are better off because of the staff and facilities we have positioned across this region.

The medical and support personnel work tirelessly to improve every aspect of health care; from Richmond Area Health Center's free community-wide weight loss program, to receiving the Healthy Maine Partnership PATCH Grant to assist with funding Living Well for Better Health programs for Lovejoy and Belgrade Health Centers, to adding Behavioral Health Specialists in four health centers with additional sites planned for 2012, it is clear that HealthReach continually works to find ways to make each community healthier.

In these challenging economic times, it is important to note that HealthReach is not immune from federal and state budget cuts and reduced funding. However, in spite of these cuts and reductions, HealthReach continues to improve in the delivery, follow-up, and maintenance of health care. The Electronic Medical Records (EMR) program is in full swing, the Patient Centered Medical Home program is under development at all health centers, the Dental Program continues to expand and provide care to more and more patients, and the prescription drug program is expanding so that access to affordable drugs continues to improve for our communities. This is all the more commendable realizing that HealthReach has completed all this and posted a financial surplus for the year.

The Board is continually impressed with the caliber of the medical and administrative personnel at HealthReach. At every turn, they continue to pursue ways to improve services, expand coverage, and use precious resources wisely.

Finally, I encourage all patients and prospective patients in Central and Western Maine to learn more about their local HealthReach health center. The medical, dental and behavioral health staff are there to serve you. Ask questions and be involved in their success. A healthy community starts with healthy residents and the more people involved with each community health center, the better all of us will be.

Steve Ball
Chair, HealthReach Governing Board



Members of the 2012 HealthReach Community Health Centers Board of Directors

(back row, from left) David Greer, Board Chair Steve Ball, Secretary/Treasurer Brian LaCroix, and David Leigh. (Front row, from left): Robin Melancon-Quimby, Donna Walsh, MS, RD, Vice Chair Joanne Joy, MA, and Doreen Holmes. Board members not present: Marci Alexander, Esq., James Breslin, and Margaret Edward Flynn.

"Rangeley Family Medicine is a huge asset to the community. It helps to have a health center right here in town and not have to drive to Farmington to receive care. That drive is a real pain when you are trying to take care of a sick child."

- Marsha Morton
Patient, Rangeley Family Medicine



Spotlight on...

SHEEPSCOT VALLEY HEALTH CENTER

“Feels like home” - the special bond between provider and patient



*“If something is wrong,
Ann will not stop until
she finds the problem...
I know she cares about
me and my family...
I wouldn't want to go
anywhere else.”*

Holly Szady,
Sheepscot patient since 1993

Six years ago, Holly Szady injured her left arm leaving her unable to work. Due to her injury she chooses not to drive, with only one exception – the 15 miles from her home in Augusta to the Sheepscot Valley Health Center.

“This is the only place I drive to and it is definitely worth it,” she says. “When you come here, it feels like home.”

Holly has been under the care of Physician Assistant Ann Schaer for more than 20 years. They began their patient-provider relationship when Ann was practicing in Augusta. In 1993, she joined the medical team at Sheepscot and Holly followed her, bringing loads of friends and family with her.

“I tell a lot of people to come here,” says Holly. “I think I'm the reason Ann is so busy.”

Holly's injury has kept her out of the workforce for six years, doing as much damage to her pride as her arm. Working various positions in health care facilities, Holly showed her compassion through hard work and dedication to her job. Now her focus is on recovery and continuing to receive her care. She says having someone like Ann in her corner is heavenly.

“She is an angel,” says Holly. “She helps me with worker's comp, talking to them on my behalf, explaining my condition so I can continue to receive care. I trust her and I always walk away satisfied.”

While her disability benefits pay for most of her medical visits, she uses our Affordable Care Program, a sliding fee pay scale based on income, to cover the rest.

“I don't like to ask for help, but it is a great program and it really makes a difference,” she says.

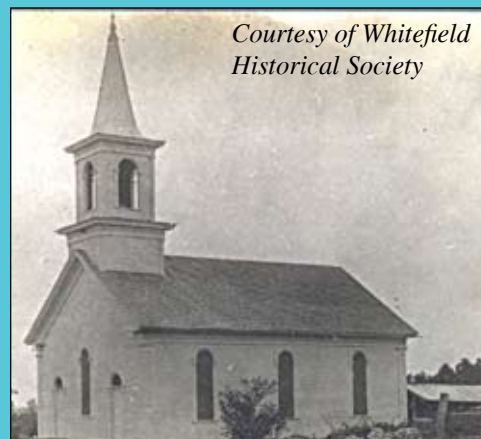
“Holly was a hard worker and I know she is struggling with being out of work for so long,” says Ann. “She wants to be a hard worker again and I'd like to see that, too.”

This year marks Ann's 35th year as a PA and she shows no signs of slowing down yet,

Patient story, continued page 11

Updating history...how a historic church became a state of the art medical facility

Sheepscot is one of our busiest health centers. Located in Coopers Mills, it is the only primary care facility between Augusta and Damariscotta. Nearly 5,000 Mainers rely on us to provide high quality care in a convenient location. In February, construction was completed in the latest phase of renovations that will bring our facility into the modern era of health care so we can better serve our patients.



*Courtesy of Whitefield
Historical Society*

Originally built in the late 1800s as the town church, the building has undergone many renovations over the years. Thanks to stimulus funding in 2010, our latest upgrades are now complete. Improvements include more patient privacy, easier handicap access, and a fiber-based communication network for faster service.

A rounded approach

Health care doesn't end when your provider puts the stethoscope away. Your mental well-being is an important part of your overall health. That is where Susan Sloane Felix, LCSW comes in. She is a behavioral health specialist at Sheepscoot Valley Health Center and she wants to have a chat.

Susan joined the practice in the fall of 2011 to bring a more rounded, holistic approach to Sheepscoot's services by offering short term interventions to patients whose behavioral patterns may be interfering with their physical health. Patients with diabetes, depression, weight problems, hypertension, and those who want to quit smoking have all benefited from Susan's help.

"I essentially become a health coach, setting appropriate and attainable goals for improved health with each patient and I help support these changes and monitor their progress," says Susan. "Generally this doesn't take that long if they are motivated to make a change."

Sheepscoot became the fourth HealthReach site to add behavioral health services, along with Belgrade, Western Maine and Lovejoy. By 2014 each of our 11 sites will incorporate an on-site behavioral health specialist into their services.

Through attentive listening and a sense of caring that only a social worker can possess, Susan shows a strong passion for helping others. She left her private practice in Portland to move to the area and was happy to return to a bustling community health center. She says that collaborating with the providers and nursing staff is key to a patient's success.

"I love the teamwork here," she says. "The providers identify issues and refer patients to me. I can then help them lose weight, reduce stress and teach them ways to improve their health. Because I'm here, the doctor doesn't have to do all the work"

Typically, a patient who has been referred to Susan will end up seeing her more often than the provider. Some patients visit weekly, others only once a month, but each one knows that Susan will be supporting them on their road to progress.

"When people are ready to make changes in their lives they generally appreciate the support of a coach," says Susan, "someone to assist and support, to help them look at the big picture and set attainable goals and to monitor them along on their journey, to



Susan Sloane Felix, LCSW meets with a patient at her office in Sheepscoot Valley Health Center



Weight loss program introduced at Sheepscoot!

Valentine's Day may be long over, but hearts are quickly becoming the decoration of choice at Sheepscoot thanks to their new community weight loss program that began in March.

Following the success of the weight loss programs at our health centers in Richmond and Madison, where hundreds of patients have combined to lose more than 7,000 pounds, Sheepscoot is doing their part to encourage their patients to live a more balanced lifestyle and take preventive measures to better overall health.

How does the program work? When patients lose weight since their last appointment, they write their name and how many pounds they shed on a paper heart and add it to the wall. Then they ring a bell which signals a round of applause from all over the health center!

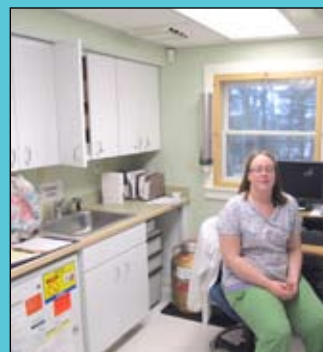
"We want our patients to feel really good about their accomplishment," says Susan Sloane Felix, LCSW, who took the initiative to begin the program. "I was inspired to get this started because I saw the need and know that most medical concerns improve with weight loss."

While no specific goal has been set, everyone here hopes to see the number of hearts rise and the weight drop.

Behavioral Health, continued page 11



The waiting room has been expanded and the new divider provides for a more confidential check-in. Two exam rooms were added on the second floor for a total of 12. The upstairs now houses the medical records, staff room, IT room and two provider offices.



We now have a larger lab space that offers more patient privacy. "I like the new renovations," says James Sukeforth, a patient from Manchester. "It's more open, easier to get around and brighter."

Year in Review

See what the rest of our health centers have been up to this year. Whether welcoming new providers, receiving awards or providing our communities with health-related classes and events, all of our health center staff dedicate every day to providing quality care to Central and Western Maine residents.



BELGRADE REGIONAL HEALTH CENTER welcomed **Tammy Gannaway Kerr, FNP** to the medical team in December. Podiatry services were added thanks to **Bert Mason, DPM** joining us in June.

Megan O'Brien, FNP was named Provider of the Year by the Maine Co-Occurring Disorders and Veterans Court in Augusta in October for her work with this successful rehabilitation program. "I like knowing that these types of programs exist," she says. "I feel honored to play a part in its success."

BRHC was the first site to implement the **Patient Portal**, an online communication tool that will bridge the gap between provider and patient. The portal went live in Belgrade in February, with other health centers to follow in the future.

BETHEL FAMILY HEALTH CENTER collaborated with Western Mountain Senior College to offer a **free health education series** called *To Your Health*. Topics included preventing and recognizing heart disease and learning how eating habits can affect the aging process.

The health center's community board, The Northern Oxford Health and Service Council, kindly donated **three new machines to assist with the physical therapy program**. A physical therapist from Stephens Memorial Hospital in Norway, Maine, visits the health center twice a week to provide services, which now include the use of an ultrasound simulator, a multi-hip machine, and a variable cable column.

BINGHAM AREA HEALTH CENTER welcomed **Pat Nurse, FNP** to the practice in December.

There is exciting news at our dental center! **Tamar Diamond, DMD** joined the dental team on April 2. She replaces **Dr. Lawrence Jacoby** who retired this year. Tamar says, "I am looking forward to living in Maine and helping Bingham area residents improve their oral health status and teaching their children up-to-date methods of preventing dental problems at an early age."

Amanda Ruxton, DO joined **LOVEJOY HEALTH CENTER** in September and the health center staff welcomed **Adam Barnard, PA** in October. It was a homecoming for Adam as he returned from the Midwest to his home state to practice.

Our new behavioral health services are a continued success. **Brenda Comolli, LCSW** offers patients a holistic, balanced approach to their well-being.

Podiatry services were added thanks to **Bert Mason, DPM** joining the practice in June.



MADISON AREA HEALTH CENTER is in the midst of **Lighten Up Madison**, a community weight loss program where, so far, patients have lost a combined 2,000 pounds! The program continues through August 2012 when a celebration is planned.

Linda Tully, FNP is retiring this spring after 25 years of dedicated service. Best of Luck Linda!

The health center is hosting the **2011-2012 Educational Health Series** offering six classes throughout the year on different health topics. The classes are free and open to the public and are taught in conjunction with Redington-Fairview General Hospital in Skowhegan.



MT. ABRAM REGIONAL HEALTH CENTER welcomed two new providers this year. **Neil Robertson, PA** joined the medical team in January and **Shannon Doughty, FNP** has been seeing patients since May. "I am loving my job at Mt. Abram," says Shannon. "I am enjoying getting to know my patients. I look forward to each day and the coming years I will spend with colleagues and neighbors."



RANGELEY FAMILY MEDICINE had another year of continued support from their Community Board, **Rangeley Health and Wellness Partnership**. This dedicated group oversees community programs and health center projects, enabling the health center to remain a vital hub in a medically underserved area.

The board sponsored a **successful flu clinic** this winter, providing free flu shots to the community and helped pay for a new, **handicapped accessible front door**, equipped with devices that allow our less mobile patients to enter with ease. The new door is well liked and utilized daily.



It was a busy year at **RICHMOND AREA HEALTH CENTER**. We introduced two new providers, **Elizabeth Rudenberg, DO**, who was reunited with her college roommate, Linda Hermans, MD. **Henry Scheuller, DPM** joined the practice in June, offering podiatry services.

The Richmond staff were hard at work organizing two successful community outreach efforts. The first annual **RAHC 5K and 1-Mile Community Fun Run** was held on July 30. Over 80 runners participated and the health center raised more than \$1,500.

The health center got some national recognition for their **community weight loss program** spearheaded by Tom Bartol, NP. More than 600 patients lost a combined 4,500 pounds in one year. A celebration was held at the health center on October 11 where a 2-ton cement block was used to represent the weight lost.

Once again, dental hygienist **Sharon Smith Bouchard** of **STRONG AREA HEALTH CENTER** educated more than 300 students in her local school district on good oral hygiene in February as part of Dental Hygiene Month. Each year, Sharon visits the schools and demonstrates proper techniques for toothbrushing and flossing and educates students about fluoride, dentist visits, sealants and proper nutrition.

The Strong staff held a **food drive** in August in conjunction with National Health Center Week. A donation box was set up in the waiting room for two weeks and patients and staff had it filled with over 100 cans of food that were donated to a local food pantry. The staff plans to hold another food drive next year.



WESTERN MAINE FAMILY HEALTH CENTER welcomed behavioral health specialist **Jessica Hopkins, LCSW** to the medical team this year. Jessica splits her time between Belgrade Regional Health Center and Western Maine helping our patients achieve an overall balance in their health. Our providers refer patients to Jessica who works with them to set and achieve goals towards improving their overall wellness.

The health center has a long tradition of hosting medical students from local colleges as they fulfill their required hours in a health care setting. This year we were pleased to host **JoHanna Davis**, who will be our newest provider at Madison Area Health Center.

HEALTHREACH COMMUNITY HEALTH CENTERS provided care to **30,712 patients in 2011 totaling 99,835 provider visits**. Numbers continue to rise at our dental centers in Bingham and Strong and our behavioral health services expanded to four health centers this year.

Our organization is dedicated to providing affordable health care for everyone. **More than 800 patients saved a combined \$990,416** on prescription medications in 2011 using our **Patient Assistance Program**. Each health center has a staff member dedicated to helping patients receive reduced and free medications directly from the drug companies.

Our **Affordable Care Program** is a sliding fee program that offers qualifying patients discounted services. In 2011 **3,778 patients saved \$775,853 on vital health care services**. Many of our patients would not be able to be seen by a provider without the use of the program.

Living Well

Doug Sears of Anson is just one of many patients committed to living a healthier lifestyle thanks to the skills taught at the Living Well for Better Health series.



On a crisp, clear winter morning in Anson, Doug Sears is gliding effortlessly on his kicksled with a zest for life. A few short weeks ago, Doug was coming to terms with his depression, realizing that his life had come to an abrupt halt and had succumbed to a vicious cycle of symptoms.

Thanks to the great efforts of our AmeriCorps members and other co-facilitators of the program, HealthReach hosted 10 Living Well classes in the past 12 months. The class teaches participants new ways to deal with chronic illness and provides skills to live more productive lives.

Anson resident Doug Sears, a patient at Bingham Area Health Center, has suffered with depression for a number of years. He attended the six-week workshop in December with his wife who was recently diagnosed with Parkinson's Disease. He kindly shared his experiences with us.

What did you learn about your disease in the class?

I realized from the very start of the class that I was caught up in a vicious symptom cycle. My anxiety would lead to physical pain which would make me lose sleep, which would make me tired during the day and then make me anxious because I couldn't do the things I wanted to do.

How are you dealing with the cycle?

In class, we made an action plan. Mine consisted of incorporating a daily exercise routine, cutting back on caffeine, and eating better. It works for me because they are short-term goals and I can see success and progress every day. I walk two miles three days a week and cross-country ski. The daily exercise has helped with my depression. My wife made her own action plan and is benefiting from it. She has learned some good breathing techniques that she uses daily.

Are you sleeping any better?

I am sleeping a lot better and have become more productive during the day as a result of everything we learned in class. They taught us a progressive muscle relaxation meditation that I still practice every day. I've bought several meditation CDs that have helped with my fatigue.

Did your classmates help you along the way?

Being able to open up and knowing that other people are struggling too was a significant aspect of the class. I'd like to stay in touch with everyone to see how they are doing. We had a great pair of instructors. There was never a dull moment. They encouraged a lot of interaction and got us out of our comfort zone to start talking through our problems

Would you recommend the class?

Absolutely! My only regret is that the class was so short. I'm trying to pass on what I've learned and attempting to get my mother-in-law to enroll in the next class. Getting me in the class was the best thing that Dr. Arceo, (my primary care provider), has done for me.



Doug Sears plays with his dog, Leela, at his home in Anson. He attended the Living Well class in Bingham in December.

Living Well classes in the past year:

Madison Area Health Center
April 19 – May 24, 2011

Lovejoy Health Center
July 12 – Aug 16, 2011

Bingham Area Health Center
April 9 – May 24, 2011

Belgrade Regional Health Center
Nov 8 – Dec 13, 2011

Bingham Area Health Center
Nov 8 – Dec 13, 2011

Lovejoy Health Center
Jan 12 – Feb 16, 2012

Belgrade Regional Health Center
Feb 28 – April 3, 2012

Sheepscot Valley Health Center
March 14 – April 14, 2012

Madison Area Health Center
April 3 – May 8, 2012

Bingham Area Health Center
April 10 – May 15, 2012

Looking to the future

As we move forward in the ever-changing health care field, our goal is to break down the barriers between providers and patients and offer a more dynamic type of health care.

In 2011, our sites in Bingham, Madison, Strong, Kingfield, Livermore Falls and Rangeley were accepted into a three year demonstration project sponsored by the Centers for Medicare and Medicaid Services. The project focuses on the advancement in primary care through increased patient involvement and collaboration. By improving preventive care, our sites aim to decrease the need for more extensive care, minimizing the long term costs of medical care and health insurance premiums. Belgrade Regional Health Center has been using this model since 2010 and has seen much success.



The additional resources provided by the demonstration project will allow the participating sites to communicate more effectively with patients, to provide educational opportunities and to maximize the use of preventive exams. At HealthReach, we hope this approach will improve the health of our communities and reduce the economic strain resulting from high medical costs.

Be sure to watch for some changes in 2012. The implementation of a patient portal at some of our sites will improve communication between patients and providers through a direct secure web link. Patients will have the opportunity to electronically view their clinical data, request appointments, and communicate with their medical teams. We will also be expanding our behavioral health services, further encouraging our patients to manage every aspect of their health.



Megan O'Brien, FNP at Belgrade Regional Health Center communicates directly with her patients using the new Patient Portal.



Madelyn Besse, PA at Strong Area Health Center examines a patient. Strong is one of six HealthReach sites selected to participate in this exciting project.



"At Belgrade we continue to put our focus on a patient centered approach to care. We have accomplished great gains over the past year that are very beneficial to our patients and support our practitioners in the work they do daily. We expect to make continued gains in this area and know that this is simply the right way to offer health care to our patients."

*- Wendi Wainer
Practice Manager, Belgrade Regional Health Center*

To learn more about the Patient Centered Medical Home model of care visit pcmh.ahrq.gov

Thank You

...for generously supporting the work of our health centers. Below are the 2011 individual, corporate, government and foundation supporters.

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HealthReach employee names are italicized

HealthReach Community Health Centers makes every effort to list donor names as requested. Please direct corrections to the Development Office at 207-861-3466.

The list above reflects financial and in-kind donations and pledges received between January 1, 2011 and December 31, 2011.

Your support makes it all happen!



In 2011, individuals, businesses, foundations and community partners generously contributed to HealthReach in support of our mission: To provide quality, affordable, patient-centered health care in the medically underserved communities of Central and Western Maine. The patients, staff and board members recognize the vital role that donors play in the success and growth of our health centers. Donations ensure our patients will have access to state-of-the-art equipment, cutting edge treatments, new programming and extended services.

There are many ways to show support for your local health center. If you would like to help out, consider making a financial contribution, donating goods or services, serving on one of your health center's boards or volunteering. Your generosity promotes the health and well-being of our Maine communities.

Financial donations to HealthReach are tax deductible under IRS rules. **For more information about how you can contribute, to find out about our current priorities and opportunities, or to learn more about the needs of the community board of your health center, contact the Development Office at (207) 861-3466. If you would like to donate online, visit www.HealthReachCHC.org.**

Behavioral Health *continued from page 5*



Susan discusses a patient with Kathryn Wistar, MD.

be a cheerleader when necessary. They tend to find this sort of accountability to be helpful.”

So exactly what does a typical action plan look like? That all depends on the patient and what Susan thinks will benefit them the most. One of Susan's recent patients saw a significant improvement with their depression by implementing an action plan that included more exercise, relaxation skills, increased interaction in the community, better sleeping habits, cutting back on alcohol intake, and adding anti-depressant medication.

“As a social worker I am a ‘change agent’ – someone to help motivate others to make changes to enhance their daily life and to improve their overall health, their relationship to themselves and to others,” says Susan. “There is nothing greater than witnessing someone make a change in their life that they never thought possible. To observe that sort of empowerment in others is an honor and a privilege.”

Patient Story *continued from page 5*

although some say she could move a little faster.

“I'm known for almost always running behind in my appointments,” she says, “but most patients don't mind waiting because they know I am giving other patients the time they need, and they will get the same.”

Most of her career has been spent in family medicine except for a short stint as an ER provider in Gardiner where, she says, the philosophy was “Greet ‘em, Treat ‘em, and Street ‘em,” a model of care she never fully subscribed to.

“I didn't like that at all. There was no follow-up with patients and you never knew if they ever got better,” she says. “My real passion is family medicine and seeing generations of families grow.”

A few years ago, Ann was administering care to five generations of a Damariscotta family and she currently works with a family of three generations. Another patient has invited her to be in the room when her child is born, something that Ann has done in the past for other patients.

“It's an honor to be asked,” she says. “I will definitely be there if the timing is right.”



Belgrade Regional Health Center

2,522 patients totaling 8,084 visits in 2011



Bethel Family Health Center

3,816 patients totaling 11,933 visits in 2011



Bingham Area Health & Dental Center

2,367 patients totaling 6,775 visits in 2011



Lovejoy Health Center

4,300 patients totaling 15,555 visits in 2011



Madison Area Health Center

1,784 patients totaling 6,459 visits in 2011



Mt. Abram Regional Health Center

1,499 patients totaling 4,452 visits in 2011



Rangeley Family Medicine

1,684 patients totaling 3,880 visits in 2011



Richmond Area Health Center

2,919 patients totaling 9,156 visits in 2011



Sheepscot Valley Health Center

4,271 patients totaling 14,804 visits in 2011



Strong Area Health & Dental Center

3,037 patients totaling 10,588 visits in 2011



Western Maine Family Health Center

2,671 patients totaling 8,149 visits in 2011

HealthReach Community Health Centers

10 Water Street
Suite 305
Waterville, ME 04901

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2011 BY THE NUMBERS

99,835
total health center
visits

4,716
flu shots given

80
communities served

9
counties served

775,853
dollars patients saved with
Affordable Care Program

2,449
dental cleanings

30,712
patients served

3,778
patients receiving care
with reduced fees

Financial Information



Statement of Activities

Revenue	2011	2010
Revenue		
& Earnings	\$18,587,983	\$17,581,667
Deductions from Revenue	<u>(2,321,225)</u>	<u>(2,982,512)</u>
Net Revenue		
& Earnings	\$16,266,758	\$14,599,155
Expenses		
Salaries, Wages		
& Employee Benefits	\$9,884,125	\$9,386,367
Supplies & Other	4,367,159	4,016,722
Uncollected Patient Bills	<u>523,680</u>	<u>512,800</u>
Total Expenses	<u>14,774,964</u>	<u>13,915,858</u>
Net Operating Income	\$1,491,794	\$683,266